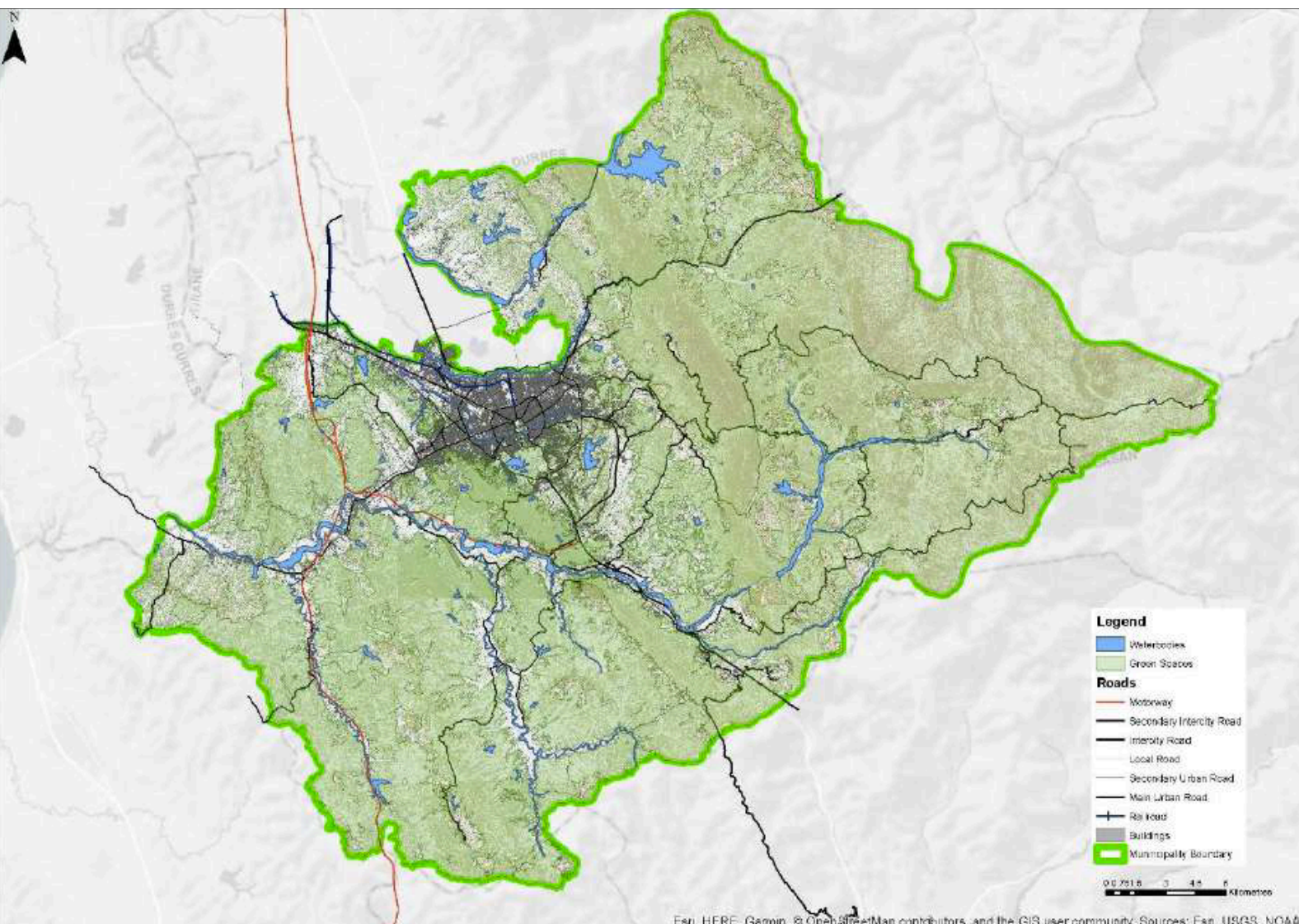




Assessment of Tirana Municipality Strategy 2018–2022

Assessment of Tirana Municipality Strategy 2018–2022



Acknowledgements

FLAG would like to express their gratitude to Tirana Municipality and the Council of Europe for the opportunity to undertake the analysis upon which the present report is based. In particular, they would like to thank Ketii Luarasi, Vice Mayor, Istela Mujollari, Head of Sector for Strategic Planning, Emilda Prifti, Director of Department of Strategic Planning and Priorities Implementation, Anxhela Doku, Sector for Strategic Planning, Dorian Rexhepi, Head of Sector for Public Consultation and Citizens Opinions, national expert Geldona Metaj, Daniele Del Bianco and Ramona Veleae of ISIG, and Cornelia Perle from the Division of Elections and Participatory Democracy, Council of Europe, as well as the other members of the leadership and staff of the municipality, without whose contributions this in-depth analysis could not have been undertaken.

This report was prepared by Dr Iain Wilson, Foundation for Local Autonomy and Governance, FLAG, and managed by the CoE under the general guidance of Cornelia Perle from the Division of Elections and Participatory Democracy.

24 May 2023
Tirana, Albania

Disclaimer: The analysis and findings reported herein are those of the consultant and do not necessarily reflect the policies or views of the Council of Europe. All data and responses to the questionnaires and questions arising in the interviews were provided by the staff, leadership and citizens of Tirana Municipality, and it is upon that information that the analysis reported herein is based, with the support of the Tirana Municipality team.

Table of Contents

Acknowledgements.....	4
Table of Contents.....	5
Acronyms	7
1 Executive summary.....	9
2 Introduction	15
3 Methodology.....	16
3.1 Purpose and scope.....	16
3.2 Objectives	16
3.3 Approach	17
4 Analysis of implementation of the Strategy.....	19
4.1 Vision	19
4.2 Goals	20
4.3 Objectives	21
4.4 Progress of Strategy projects.....	21
4.5 Analysis of Outcomes	26
4.5.1 Goals	26
4.5.2 Objectives.....	29
4.5.3 Implementation tree of logic framework based upon projects	35
4.5.4 Conclusion from analysis of implementation of the projects	36
4.6 Progress of Strategy actions	37
4.6.1 Goals	37
4.6.2 Objectives.....	40
4.6.3 Implementation tree of logic framework based upon actions.....	47
4.7 Analysis of Outputs.....	48
4.8 Funding of the Strategy 2018–2022	52
4.9 Analysis of questionnaires on implementation of Strategy 2018–2022.....	53
4.9.1 Perceptions of Strategy and AP 2018–2022.....	54
4.9.1.1 General (Q1–8)	54
4.9.1.2 External factors (Q9&10)	54
4.9.1.3 Institutional, organizational and HR capacities (Q11–21).....	54
4.9.1.4 Communication with citizens and outreach (Q22–26)	56
4.9.2 Analysis of citizen surveys carried out by the municipality.....	56
4.9.2.1 Budget.....	57
4.9.2.2 Work of the municipality	57
4.9.2.3 Work of the municipality	58
4.9.2.4 Waste management and cleaning	59
4.9.2.5 Community fund	59
4.9.2.6 Tirana greening.....	60
4.9.2.7 Bus service	60
4.9.2.8 School reconstruction	60
4.9.2.9 Zoo	61
4.9.2.10 Cycling	61
4.9.2.11 Nurseries and Kindergartens	61

4.9.2.12	Tirana: Youth Capital 2022	62
4.9.2.13	Aquapark	62
5	Main findings and recommendations	63
5.1	Main findings	63
5.1.1	Strategy design (framework).....	63
5.2	Strategy implementation, outcomes and outputs.....	64
5.3	Interpretation of the setting, implementation and M&E of the Strategy	66
5.4	Perceptions of citizens on impact of Strategy	67
5.5	Recommendations.....	68
6	Annexes.....	69
6.1	Annex I. Output results	69
6.2	Annex II. Questionnaire for municipal leaders and staff	79
6.3	Annex III. Evaluation matrix of implementation	83
6.4	Annex IV. Assessment of implementation of projects.....	90
6.5	Strategy projects basic information.....	98
6.6	Strategy projects schedule.....	102
6.7	Strategy projects financing	106
6.8	Status of Strategy projects financing	110

Acronyms

AP	Action Plan
<i>APR</i>	<i>Agjencia e Parqeve dhe e Rekreacionit</i> (Agency of Parks and Recreation)
<i>ASHF</i>	<i>Agjencia e Shërbimeve Funerale</i> (Agency of Funeral Services)
<i>ATP</i>	<i>Agjencia Tirana Parking</i> (Tirana Parking Agency)
AU	Administrative Unit (<i>NjA, Njësi Administrative</i>)
BID	Business Improvement District
CoE	Council of Europe
<i>DPJAL</i>	<i>Drejtoria e Përgjithshme Juridike e Aseteve dhe Licensimit</i> (General Legal Directorate of Assets and Licensing)
<i>DPMF</i>	<i>Drejtoria e Përgjithshme e Menaxhimit Financiar</i> (General Directorate of Financial Management)
<i>DPMPJ</i>	<i>Drejtoria e Përgjithshme për Marrëdhënian me Publikun dhe Jashtë</i> (General Directorate for Public and External Relations)
<i>DPN2</i>	<i>Drejtoria e Përgjithshme Nr. 2 e Punëtorëve të Qytetit</i> (General Directorate No. 2 of City Workers)
<i>DPN3</i>	<i>Drejtoria e Përgjithshme Nr. 3 e Punëtorëve të Qytetit</i> (General Directorate No. 3 of City Workers)
<i>DPOBA-EC</i>	<i>Drejtoria e Përgjithshme e Objekteve në Bashkëpronësi, Administrimit të NjA dhe Emergjencave Civile</i> (General Directorate of Co-Owned Objects, Administration of AUs and Civil Emergencies)
<i>DPPP</i>	<i>Drejtoria e Përgjithshme e Punëve Publike</i> (General Directorate of Public Works)
<i>DPPQ</i>	<i>Drejtoria e Përgjithshme e Promovimit të Qytetit</i> (General Directorate of City Promotion)
<i>DPPSBNJ</i>	<i>Drejtoria e Përgjithshme e Planifikimit Strategjik dhe Burimeve Njerëzore</i> (General Directorate of Strategic Planning and Human Resources)
<i>DPPSZHE</i>	<i>Drejtoria e Përgjithshme e Projekteve Strategjike dhe Zhvillimit Ekonomik</i> (General Directorate of Strategic Projects and Economic Development)
<i>DPPZHT</i>	<i>Drejtoria e Përgjithshme e Planifikimit dhe Zhvillimit të Territorit</i> (General Directorate of Planning and Territorial Development)
<i>DPSHS</i>	<i>Drejtoria e Përgjithshme e Shërbimeve Sociale</i> (General Directorate of Social Services)
<i>DPT</i>	<i>Drejtoria e Përgjithshme e Tatimeve</i> (General Directorate of Taxes)
<i>DPTTV</i>	<i>Drejtoria e Përgjithshme e Taksave dhe Tarifave Vendore</i> (General Directorate of Local Taxes and Tariffs)
<i>DZHEU</i>	<i>Drejtoria e Zhvillimit Ekonomik Urban</i> (Directorate of Urban Economic Development)

EC	<i>Emergjenca Civile (Civil Emergency)</i>
FLAG	Foundation for Local Autonomy and Governance
GIS	Geographic Information System
GPS	Global Positioning System
HR	Human Resources
ICT	Information and Communications Technology (<i>TIK, Teknologjia e Informacionit dhe Komunikimit</i>)
M&E	Monitoring and Evaluation
MZSH	<i>Mbrojtja nga Zjarri dhe Shpëtimi (Fire Protection and Rescue)</i>
PwD	Persons with Disabilities
QKB	<i>Qendra Kombëtare e Biznesit (National Business Centre)</i>
SMART	Specific, Measurable, Achievable, Reasonable and Timely
TEDA	Technology and Economic Development Area
TID	Tourism Improvement District
UKT	<i>Ujësjellës Kanalizime Tiranë (Tirana Water Supply and Sewerage)</i>

1 Executive summary

Law no. 68, dated 27.04.2017, 'On the Finances of Local Self-Government' (Ch. VI, Art. 32), requires that local governments in Albania draft a strategic development plan (Strategy) that provides policies for their sustainable development. A Strategy is prepared for a duration of five years, considers the local development needs and potential, provides the goals for each field of responsibility and identifies the projects for their achievement, implemented through the medium-term budget and based entirely upon realistic revenue projections over that period. Work to draft Tirana Municipality Strategy 2018–2022 was completed in 2017 and is the highest strategic planning instrument at the local level.

The Council of Europe is supporting Tirana Municipality in the development of its Strategy 2023–2027 and related Action Plan in the framework of the Project “Development of the Strategic Plan for the City of Tirana using the Civil Participation Toolkit of the Council of Europe”. The methodology to develop the Strategy includes assessment of implementation of the Strategy 2018–2022, as this will highlight strengths and weaknesses in that implementation and assist in implementation of the Strategy for 2023–2027.

The present report assesses the vision, relevance of the strategic goals and objectives, effectiveness of focus areas, efficiency of strategy implementation, and its impact, in the achievement of both outcomes and outputs of the Strategy 2018–2022. Quantitative evaluation of implementation of the strategy was undertaken based on information provided by municipal staff. A questionnaire and citizens surveys were used to compare the assessment with the opinions of citizens and the leadership and staff of the municipality. They do not identify individuals, and individual responses are combined to provide a synthesis of the opinions at three levels of involvement: citizen, leader and staff. A questionnaire for leaders and staff was submitted for filling in by municipal leaders and staff and returned for analysis. Comparisons were made also with the numerous surveys undertaken by the municipality with its citizens, to gain an impression of the community's opinions on the functioning of the municipality and the quality of the services it delivers.

The objectives of the analysis were to i) assess the status of implementation of the Strategy after its completion and to check the extent to which the results have been achieved, ii) identify key gaps and challenges and good practices experienced, lessons learned and recommendations made to improve the strategic planning and management in the future, and iii) use the assessment report as a guide to assist elaboration of the Strategy 2023–2027.

FLAG used the methodology its experts have employed widely to assess strategies and action plans. An Excel workbook comprising the logical framework (vision, goals, specific objectives, programmes, projects, indicators and targets) of the Strategy was used as the primary basis for quantitative assessment of the Strategy, while public opinions on implementation of the strategic framework were

compared with the quantitative assessment, which was also compared with an assessment of the financial resources committed for implementation of the Strategy.

The assessment enabled comparison of the implementation status of the projects, programmes, objectives and goals grouped into one of three categories: i) those with a status at or above the average level of implementation of projects in the whole strategy (good level); ii) those that fall below the average level, but with at least half of projects implemented or in process of implementation (medium level); and iii) those that have more projects or activities still to start than are under way or finished (poor level). The implementation status of the Strategy is visualised with a tree of implementation.

Assessment of the results achieved was based upon analysis of the matrix and the related indicators, as well as of qualitative data from the questionnaires and interviews. The indicators aim to capture progress made towards achievement of the expected results and to make comparisons with the baseline. The assessment was visualised through a colour coding system employed in the trees constructed to represent the achievement status of the results. This methodology provides a good understanding of which results at the impact and outcome level are relevant, and which ought to be transferred into the new strategy.

The vision of the Strategy 2018–2022 foresees Tirana as: *a best integrated centre in the European economic and infrastructure system, a more competitive intermodal node in the Balkan space aimed at equality in access, infrastructure, economy and knowledge*. This vision provides a clear picture of Tirana's future. Its aspiration to be a modern European city is clear and inspiring, though still presents a challenge. Five years after the vision was formulated Tirana was named the Youth Capital of Europe for 2022 by the Belgium-based European Youth Forum. The vision expressed in the Strategy seems reasonable.

The priorities expressed in the Strategy are based upon the municipality's Local General Plan 2015–2030 and the strategic documents at the central and local levels. These goals are 1, Polycentric Tirana; 2, Education for all; 3, Guarantee of sustainable economic development; 4, Tirana for all; and 5, Good governance. Through targeting these goals Tirana Municipality committed itself to bringing about a change in local governance, the municipality and society. The goals are challenging but realistic, important to citizens and local authorities, are linked with the mission of the municipality and reflect the changes in its work. They clearly articulate the aim of Tirana Municipality to address its priorities and its vision, are well articulated, realistic, and aim at achieving the desire of the municipality to deliver its vision, through development of five urban epicentres, aiming to provide education for all, target stable socio-economic development, provide access for all in an inclusive city and have the ambition of good, open governance.

The objectives of the plan enable the goals of a strategic plan to be met. But to be effective they need to be SMART, that is: specific, measurable, achievable, reasonable and timely. The Strategy objectives

are assessed quantitatively through analysis of implementation of individual projects. There are 22 different objectives in the Strategy. They are specific, achievable and reasonable. However, they do not include components of timeliness, and are not inherently measurable, and thus not fully SMART.

Tirana Municipality's Strategy 2018–2022 includes 135 projects spread across five goals, 22 objectives and 47 programmes. Developed from scratch, it comprises a set of programmes, projects, targets and indicators. However, some indicators are expressed as targets and some as actions. Moreover, some projects combine several actions and are more like programmes. Such a mix can lead to confusion for monitoring and evaluation (M&E). Because of this lack of clarity, a separate analysis was undertaken of the actions necessary for the indicators to be measured and the targets achieved. That analysis enabled much more detail to be brought into the assessment of the logic framework, and moreover, acts also an analysis of the indicators.

The strategy was well implemented: by the end of 2022, 89 projects (66%) were implemented, 45 (33%) were under way, with one not started. In addition, many other projects have been implemented in the rebuilding programmes following the earthquakes of 2019 through the large donor support provided for reconstruction and rehabilitation.

Among the five goals of the Strategy, Tirana for all (services) has most projects implemented (31), followed by Guarantee of stable economic development (23), Polycentric Tirana (urban revitalization; 16), Education for all (13), and Good governance (6). The average proportion of projects implemented is 66 percent, led by Good governance (86%), followed by Economic development (72%) and Services (72%), Education (68%) and Urban revitalization (47%), perhaps the most difficult to implement given the large infrastructure investments required.

Polycentric Tirana: Redevelopment of the centre of Kinostudio has progressed well, with most of the projects implemented, while Kombinat, the area around the northern boulevard, Lapraka and Farka and the Student city need more focus and effort in the new Strategy to be completed and bring an improved quality of infrastructure and quality of life to the citizens of those areas. Nevertheless, between one-third and one-half of the other projects have been implemented, with the rest under way.

Education for all: This goal has progressed really well. The educational infrastructure and quality of the conditions for teaching have improved considerably since 2018, with many new schools constructed and many existing ones reconstructed. There is also much more accessibility and inclusion of children from minority groups and the disabled into the primary and secondary education facilities, which are now also more secure with fire prevention measures and surveillance cameras installed. Many schools, including in rural areas, are now functioning as community centres. Meanwhile, the student residences are being improved and the work is progressing well.

Sustainable economic development: This goal has progressed really well. e-Services, a one-stop shop, essential equipment and the integration of national and local databases have all helped improve the quality of services provided to businesses, while an aggregator and the recently created daily markets have helped both farmers and citizens alike. Financial support and fiscal incentives are being provided for businesses, including social businesses and start-ups, and there is increased competitiveness and absorption of foreign investments. A Technology and Economic Development Area is up and running as are business incubators, while branding of the capital city is progressing, with business clusters, an artisanal and an Information and Communications Technology centre being installed, and the Pyramid is now an innovation and technology centre. Focus on making Tirana a healthier place in which to live has led to more than 300 km of cycling and walking routes being created within the city, enabling citizens to commute to work more easily and helping reduce the traffic congestion.

Tirana for all: This goal has progressed really well. In line with improved and healthier movement of citizens around the city, there are many dedicated bicycle lanes in Tirana, with more secure parking places available. Car parking in the city is more systematized than previously, and public transport has been enhanced with new bus routes and the use of electric buses. Quality of life of citizens in some areas is markedly improved, with improvement of apartment blocks and installation of play areas, and generally across the city, with an improved waste collection and management system, investments made in the drinking water supply and the sewerage system and improvements made to the public cemeteries. Meanwhile, many residential buildings and their surrounds are now much greener, while work to develop the Orbital Forest and install biodiversity bridges linking them to Farka Lake is under way.

Strengthening good governance: Tirana City Hall is now more accessible than previously through citizens' use of the Tirana Ime app and the large amount of information provided online at opendata.tirana.al. Revenues for the municipality have increased and administrative expenses reduced, while municipal staff are being regularly trained through a new system, digital systems have been installed for performance evaluation, and staff are able to access the online library and e-Learning platform.

In all, 14 of the 22 objectives are well achieved and eight, partially achieved.

Analysis of the Strategy Outputs shows that for all six outputs of Goal 1, all have achieved at least one result. Goal 2 includes 19 outputs, for 13 (68%) of which at least one result has been achieved, Goal 3 includes 48 outputs, for 32 (67%) of which at least one result has been achieved, Goal 4 includes 34 outputs, for 19 (56%) of which at least one result has been achieved, and Goal 5 includes ten outputs, for eight (80%) of which at least one result has been achieved.

In general, implementation of the Strategy 2018–2022 has been funded by the Tirana Municipality budget, with some parts co-funded by various donors, particularly following the earthquakes of 2019. Financial data are provided for some 39 projects, which represent a considerable proportion of the budget for the Strategy as many are infrastructure actions. Meanwhile, some 20 projects have been funded as part of the operational costs of the municipality. Some 65 percent of the budgeted estimated costs have been contracted. The total estimated budget for implementation of these Strategy projects is nearly Lek 47 billion (EUR 413 million).

In order to assess the setting and context, communication and approach taken by the municipality for facilitation of the Strategy and AP a questionnaire was sent to municipal leaders and staff for filling in. Three-quarters of the respondents were female. Nearly all respondents had been involved in the development of the Strategy, and almost all thought it realistic. Nearly all were satisfied with the level of implementation and that the leadership had provided updates to the staff on the implementation. Nearly three-quarters of respondents thought the municipality had informed the citizens on the status of implementation of the Strategy, and nearly all that the Strategy had made the municipality accountable to its citizens. Most thought the earthquakes had impacted implementation of the Strategy, including postponement of some of the projects and affecting the budgeting. However, the trainings provided in emergency response have strengthened staff capacities. The Covid-19 pandemic impacted Strategy implementation, though not always negatively, with public space freed up to facilitate some of the work. Most respondents thought the leadership was responsive to the needs for implementation and M&E of the Strategy, that the municipality had approved procedures and established a system and resources for M&E, that staff job descriptions specified responsibilities for such implementation and M&E, that the Council had approved a template for annual financial and progress reporting on the Strategy, and that it had been promoted in the community, though fewer thought that it had been promoted among donors and NGOs. Major achievements noted among leadership and staff included infrastructure installation with a positive impact on life in the city, that the present assessment would increase the level of transparency between the municipality and the citizens and present a clear set of recommendations for consideration in the development of the Strategy 2023–2027, optimizing the work of the municipality.

The scores from citizens surveys are very positive and align with the level of implementation of the Strategy projects reported by the municipality.

Assessment of the following areas were all scored highly by the citizens: Education, Reconstruction following the earthquakes, Services, Good governance, Urban infrastructure, Development of a green economy, and Economic recovery following Covid. The following areas were all rated as good or very good by at least half of the community: promotion of the city, street lighting, management of the pandemic, recreation and play areas, pre-educational and educational infrastructure, earthquake

reconstruction programme, information and transparency, investments in infrastructure, food markets, freedom and public calm, water supply, territorial protection, public parking, social services. In general, urban transport, joint ownership, cleaning of public spaces, traffic and mobility, and waste management were scored less highly by the citizens. However, in a survey specific to waste management and street cleaning, 70% of citizens thought street cleaning to be good or very good, and more than half scored waste management as very good. Very good scores were also recorded for the use of the Community Fund, Tirana greening (with the large tree-planting activities of the municipality appreciated and citizens using green spaces regularly), public transport (although some citizens thought some bus lines could be run more frequently, more than half found them comfortable), school reconstruction, the zoological gardens, the Aquapark, the focus on cycling, particularly for journeys of less than 5 km, nurseries and kindergartens, and the role of Tirana as Youth Capital of Europe, 2022.

Recommendations

Citizens report the following areas as priorities for inclusion in the Strategy 2023–2027: Urban infrastructure, Educational infrastructure, Drinking water supply network, Public transport, Economic development, Social services, Public safety, Urban waste management, City cleaning, Environmental protection, and Promotion of the city.

Care needs to be taken with the design of the logic framework of the Tirana Municipality Strategy 2023–2027: it needs to be better structured and formulated than the Strategy 2018–2022, with the Strategy framework better balanced, with more programmes, and the use of SMART objectives, while the indicators must be formulated carefully, with clear separation of targets and included alongside relevant projects.

Each project in the Strategy 2023–2027 must be costed and budgeted as accurately as possible, with annual reporting made to Municipal Council of the projects implemented in the previous year.

The Municipality needs to ensure that the Strategy is promoted among donors and NGOs, and promoted more widely and regularly in the media.

Regular M&E and reporting of implementation of the Strategy needs to be undertaken throughout its duration.

2 Introduction

The Council of Europe (CoE) is supporting Tirana Municipality in the development of its Strategy 2023–2027 and related Action Plan in the framework of the Project “Development of the Strategic Plan for the City of Tirana using the Civil Participation Toolkit of the Council of Europe”. In July 2022, FLAG was contracted by the CoE to support the effort towards development of the Strategy (C.DGII.875.2022), particularly through assessment of the Strategy 2018–2022. The tasks to be completed by FLAG included i) evaluation of the Strategy 2018–2022, ii) preliminary assessment of documents and procedures, and iii) development and facilitation of introductory workshops for development of the Strategy 2023–2027.

The present report assesses the progress made towards implementation of Tirana Municipality’s Strategy 2018–2022, its vision, the relevance of the strategic goals and objectives, effectiveness of focus areas, efficiency of strategy implementation, and its impact, at the level of both outcomes and outputs. It also assesses the opinions of the citizens, the leadership and the staff of the municipality with regard to the knowledge of the Strategy, its impact, relevance, effectiveness and efficiency of implementation, and compares these opinions with the quantitative assessment of the implementation of the Strategy Action Plan.

The report does not identify individuals, and the individual responses are analysed to provide a synthesis of the opinions at the three levels of involvement with the municipality (citizen, leader and staff), with some comparisons made between these different levels and differences among the general opinions identified.

A questionnaire for leaders and staff was submitted to the municipality and filled in by a vice mayor, directors and staff who returned them electronically.

Quantitative evaluation of implementation of the strategy was undertaken through the filling in by municipal staff of a matrix designed around the strategy and action plan. The questionnaires and the matrix enabled a thorough analysis to be made of both the opinions of various stakeholders and the implementation of the important documents designed to guide the direction of operation of the municipality itself.

The assessment was conducted by FLAG in close cooperation with Tirana Municipality and the CoE.

3 Methodology

3.1 Purpose and scope

The scope of the methodology was to enable assessment of the progress made towards the vision of the Tirana Municipality Strategy 2018–2022, the relevance of the strategic goals and objectives, effectiveness of focus areas, efficiency of strategy implementation, and its impact on the lives of the citizens.

3.2 Objectives

- To assess the status of implementation of the Strategy after its completion, five years after it was approved by the Municipal Council, and to check the extent to which Strategy results have been achieved.
- To identify key gaps and challenges and good practices experienced, any lessons learned and recommendations to improve the strategic planning and management of the municipality.
- To use the assessment report as a guide for elaboration of the Strategy 2023–2027.

FLAG used the methodology its experts have employed widely in Albania and elsewhere to undertake the present assessment of the implementation status of Tirana Municipality's Strategy 2018–2022. At the end of 2022 a preliminary, quantitative assessment was undertaken and returned to the municipality for comments and feedback. In addition, a questionnaire was shared with the Municipality designed for assessing the setting, the communication and the approach taken for facilitation of the Strategy. The questionnaire was filled in by a vice mayor and several directors and staff of directorates involved directly with implementation of the Strategy, and was followed up with interviews held with these municipal representatives.

An Excel workbook comprising the logical framework (vision, goals, specific objectives, programmes, projects, indicators and targets) of the Strategy was downloaded from the Slack workspace (app.slack.com), and the Strategy 2018–2022 from the municipal website. The workbook was used as the primary basis for assessment of the implementation of the whole framework, enabling quantitative assessment of the Strategy.

In addition, citizen surveys carried out by the municipality in areas related to implementation of the strategy were analysed for assessment of public opinions on implementation of the framework, namely the goals and objectives. These opinions were then compared with the quantitative assessment.

3.3 Approach

The assessment aimed to answer the question of whether the Strategy has been implemented in accordance with the action plan and whether the results achieved are the planned ones. Tirana Municipality and the project partners were involved in the assessment process.

The key methods and tools used by the assessment team include the following: document review, development and analysis of the Action Plan implementation matrix, questionnaires and interviews held with direct and indirect beneficiaries, and review of the municipality's database of surveys carried out with citizens.

The methodology focused on progress of the projects and the actions and perceptions of staff and citizens with achievement of results.



Assessment of the progress of projects was accompanied by assessment of the financial resources committed by the municipality and its partners and the implementation timeframe for the projects. The assessment enabled comparison of the implementation status of the projects, programmes, objectives and goals at each level, grouped into one of three categories:

- i. Those that have a status at or above the average level of implementation of projects in the whole strategy (good level).
- ii. Those that fall below the average level, but which have at least half of the projects implemented or in process of implementation (medium level).

- iii. Those that have more projects or activities still to start than are under way or finished (poor level).

In the case of projects yet to start or that have made poor progress (or for which information is missing) there is a need to answer the question of whether the project is still feasible and, if so, what the problems are that resulted in a poor level of implementation. Such analysis will lead to decisions being made later by the municipality on improving implementation of these projects and making them part of the Strategy 2023–2027. The implementation status of the Strategy is visualised with a tree of implementation.

The status of the financing enables tracking of the budget committed by the municipality for each project, as well as that committed by partners, and identifies specific partners who have committed funding to the Strategy implementation.

The implementation timeframe for each project helps assess the capacity for effective implementation of the projects foreseen towards achieving the set results, and identifies obstacles to delays. Assessment of the results achieved was based upon analysis of the matrix and the related indicators, as well as of qualitative data from the questionnaires and interviews. The assessment strived to describe what had changed in relation to expected outcomes and impacts, though the use of indicators, as a consequence of implementation of the Strategy.

Strategy indicators aim to capture progress made towards achievement of the expected results and to make comparisons with the baseline (where available). Municipal staff play a crucial role in providing the data on each indicator. The assessment was visualised through a colour coding system employed in the trees constructed to represent the achievement status of the results. This tool provides a good understanding of which results at the impact and outcome level are relevant, and which need to be transferred into the new strategy.

The risk to full progress assessment was any lack of systematic data collection by the municipality during monitoring of the Strategy with regard to the municipality, partners, funds committed for projects, and the timeframe of project completion. The interviews and questionnaires aimed to capture information that would substitute for data missing from the monitoring.

The assessment team focused on Tirana Municipality Strategy 2018–2022, the accompanying Action Plan and performance management framework, annual budget reports, and other municipal documents.

The focus of the survey analysis was to obtain data and information on the results of Strategy implementation, the municipality's capacity to implement it, their support and commitment to implementation, and challenges encountered, as well as citizens' perceptions of implementation of the Strategy.

4 Analysis of implementation of the Strategy

Law no. 68, dated 27.04.2017, 'On the Finances of Local Self-Government' (Ch. VI, Art. 32), requires that local governments in Albania draft a strategic development plan (Strategy) that provides policies for their sustainable development. A Strategy is prepared for a duration of five years and considers the local development needs and potential, along with the regional and national development priorities. It provides the goals for each field of responsibility and identifies the projects for their achievement, implemented through the medium-term budget and based entirely upon realistic revenue projections over that period. *Before its approval in the local council, the strategic development plan is consulted with the unit responsible for strategic coordination at the central government, the Ministry of Finance, the local community and interest groups, as well as other neighbouring local self-government units.*

Work on Tirana Municipality Strategy was begun and completed in 2017. It covers the period 2018–2022 and is the highest strategic planning instrument at the local level available for the municipality. Through it, the municipality aims to ensure the sustainable development of its community.

Analysis of the Strategy comprises analysis of the framework – the vision, goals and objectives – and quantitative analysis of the status of implementation of the projects and programmes, the discussions and interviews held with municipal staff, and citizen surveys. Although the last of these are limited to particular areas they can nevertheless be used to get an overall impression of achievement of the objectives.

4.1 Vision

The vision of the Strategy foresees Tirana in 2022 as: *a best integrated centre in the European economic and infrastructure system, a more competitive intermodal node in the Balkan space aimed at equality in access, infrastructure, economy and knowledge.*

This vision provides a clear picture of Tirana's future. Its aspiration to be a modern European city is clear and inspiring, though still presents a challenge. Five years after the vision was formulated Tirana was named the Youth Capital of Europe for 2022 by the Belgium-based European Youth Forum. A rich programme of more than 100 events was prepared for implementation in the city, aiming at promoting volunteerism, empowering youth organisations, and creating networks and synergies among young people from across Europe. The vision expressed in the Strategy seems reasonable; whether it is near to being delivered will be seen in the analysis that follows.

Tirana Municipality developed and approved through Municipal Council Decision no. 160, 21/12/2018 a performance framework to assess its Strategy, based upon a set of results and a list of indicators to measure the reach of the set targets. The priorities of its work were urban consolidation and regeneration, increased access to education, a balanced system of distribution of public transport, and the smartest use of the urban and rural ecosystem to develop a sustainable green economy.

4.2 Goals

The municipal priorities are expressed in the Strategy through its five pillars (goals) and are based upon the municipality's Local General Plan, 2015–2030 and the strategic documents at the central and local levels. These goals – 1, Polycentric Tirana; 2, Education for all; 3, Guarantee of sustainable economic development; 4, Tirana for all; and 5, Good governance – are elaborated further as follows:

Polycentric Tirana: Urban revitalization that harmonizes infrastructure, public services and promotes economic development. Goal 1 foresees the development of five urban epicentres for Tirana, each with its own specific characteristics: Kombinat (creative, arts), Kinostudio (arts, cinema), new Northern Boulevard, Lapraka (sports, education, recreation) and Farka-Student City (nature, tourism).

Development of these five poles around the city will bring about a reconceived urban structure, and the inclusion of five urban development areas for the enjoyment of citizens and visitors.

Education for all. Goal 2 targets an improved education and recreation network in the capital city, improving the conditions and quality of education through investments in new and existing infrastructure, with the use of schools as community centres.

Guarantee of stable economic development. Goal 3 targets sustainable ecologically aware socio-economic development of Tirana, improving services, infrastructure and financial incentives for businesses.

Tirana for all: An accessible and inclusive city. Goal 4 foresees a city where all the assets are accessible and used by residents irrespective of the skills, fitness, age or gender of the citizen. It promotes safe mobility, urban regeneration, high-efficiency public transport, increased parking capacity, increased green spaces, and improved public services and quality of life.

Good governance. Goal 5 sees local government in Tirana in a position to function efficiently and effectively, with transparency and accountability and enhanced human resources.

Through targeting the above goals Tirana Municipality committed itself to bringing about a change in local governance, the municipality and society. The goals define the areas in which the municipality will bring about change and who will benefit from the results. They are challenging but realistic, important to citizens and local authorities, and are linked with the mission of the municipality and reflect the changes in its work. In general, if the Strategy is well designed, achieving success with the goals will bring about a large impact on the quality of life of the citizens of Tirana Municipality, i.e. the outcomes will be a significantly improved quality of life.

The goals themselves clearly articulate the aim of Tirana Municipality to address its priorities and its vision. They are well articulated, are realistic, and aim clearly at achieving the desire of the municipality to become *a best integrated centre in the European economic and infrastructure system, a more competitive intermodal node in the Balkan space aimed at equality in access, infrastructure,*

economy and knowledge through development of five urban epicentres, aiming to provide education for all, targeting stable socio-economic development, providing access for all in an inclusive city and having the ambition of good, open governance.

4.3 Objectives

The objectives of the plan enable the goals of a strategic plan to be met. But to be effective they have to be SMART, that is: specific, measurable, achievable, reasonable and timely.

A strategic objective states the desired result (outcome) over the duration of the Strategy against which progress can be measured. It states clearly what it is that the municipality specifically wants to achieve, and tries to strike a balance between achieving the longer term goals and responding to the existing realities and challenges. The outcome of the objective (change) is brought about because of a series of actions that the municipality has decided to carry out and is seen as evidence that the municipality is moving towards its goals, and making a difference.

These objectives are assessed quantitatively through analysis of implementation of individual projects. There are 22 different objectives in the Strategy. Each states an ambition for improvement that will lead towards achievement of the respective goal. They are also specific, achievable and reasonable. However, they do not include components of timeliness, and are not measurable. In other words they are not fully SMART.

The observation that the objectives need to be SMART needs to be addressed in the design of the Strategy 2023–2027.

4.4 Progress of Strategy projects

Tirana Municipality's Strategy 2018–2022 includes 135 projects spread across five goals, 22 objectives and 47 programmes. For the present assessment (evaluation) to take place the municipality provided information on the implementation of the projects over the previous five years.

The first main observation is that the Strategy, developed from scratch, comprises a set of programmes, projects, targets and indicators that include cases of indicators expressed as targets and some as actions. Moreover, some projects combine several actions and are more like programmes. Such a mix can lead to confusion for M&E. Example of the mixing are illustrated below.

Figure 1 shows the Specific Objectives and the Programmes for Goal 5. (The background cell colour indicates the level of implementation: see below). The objectives, programmes and projects (gold font) are clear. However, the indicators comprise a mix of both indicators (e.g., no. of citizens using 'Tirana lme') and targets (e.g., reduction of 20% in administrative expenses). Nevertheless, such

mixing does not impact negatively the assessment of implementation of the projects. Figure 1 is accompanied by the original Albanian version in the Strategy.

Figure 1. Logic framework matrix for Goal 5 (Strengthening of good governance and protection of citizens’ rights). a) English translation; b) original Albanian version in Strategy 2018–2022

a)

STRENGTHENING OF GOOD GOVERNANCE AND PROTECTION OF CITIZENS' RIGHTS			
Specific objective	Programme	Project	Indicator
1. Ensuring a transparent governance and strengthening accountability	1. Improving reporting to citizens and inclusion of citizens in municipal decisions	Improvement of "Tirana Ime" app	No. of citizens who use "Tirana Ime" app
		Tirana City Hall transparency' (annual publications)	Tirana City Hall transparency (5 publications)
2. Strengthening local finances	1. Increasing efficiency in revenue collection and financial control	Coordination of local and central institutions for on-site controls to businesses	1. % income growth 2. % of on-site control coverage (by law is 25-35%)
	2. Reducing administrative expenses of the municipality	Study on evaluation of the possibilities of reducing operational expenses	1. 100% developed study 2. 20% of administrative expenses reduction
3. Building capacity and strengthening of human resources in Tirana City Hall	1. Establishing an appropriate training system (modular) for municipal administration	Develop of an electronic system for performance evaluation of administrative staff	100% created system
		Develop an e-Learning and e-Library platform	100% created platform
		Digital management of strategic projects and work plans	48 directorates will use digital management

b)

FORCIMI I QEVERISJES SË MIRË DHE RESPEKTIMI I TË DREJTAVE TË QYTETARËVE					
Objektiva të përgjithshme	Objektivat Specifike	Programe	Projektet	Indikatorë të lidhur me monitorimin dhe raportin	Rezultatet
FORCIMI I QEVERISJES SË MIRË DHE RESPEKTIMI I TË DREJTAVE TË QYTETARËVE	Sigurimi i një qeverisjeje transparente dhe rritja e llogaridhënies	Përmirësimi i raportimit tek qytetarëve dhe përfshirja e qytetarëve në vendimarrjet e BT	1. Përmirësimi portali Tirana ime (raporti) 2. Transparenca e Bashkisë Tirane (e përvëlshme) ku bazuar në anketimin e qytetarëve të matet perceptimi i tyre lidhur me cilësinë e shërbimeve të ofnuara si edhe një broshurë lidhur me mënyrën e administrimit të të ardhurave nga qeverisja vendore.	*Numri i qytetarëve që përdorin Tirana Ime * Bashkia publikon "Transparenca e Bashkisë Tirane" çdo vit.	* Ngritja e një rreze të mirë komunikimi me qytetarët për projektet dhe punët e bashkisë * Rritja e pjesëmarrjes së qytetarëve në vendimarrjet * Informimi sa më i plotë i qytetarëve për punët e bashkisë * Politika më të mira vendore të cilat reflektojnë mendimin e qytetarëve
	Forcimi i financave vendore	Rritja e efikasitetit në mbledhjen e të ardhurave dhe kontrollin financiar Reduktimi i shpenzimeve administrative të bashkisë	Kordinimi i kontrolleve në terren të bizneseve nga institucionet vendore (DFTTV, AMK, Policia Bashkiake etj) si edhe me ato qendrore (Drejtoria e përgjithshme e taksive AKU, etj) Studimi mbi hapësirat ku Bashkia mund të reduktojë shpenzimet e saj operacionale	* Rritja e % se mbledhjes se te ardhurave * % e mbulimit me kontroll te territorit * Studimi i hartuar 100% * Reduktimi i shpenzimeve administrative me 20%	* Klimë miqësore me bizneset * Rriten të ardhurat dhe rrijdhimshat investimet e Bashkisë * Reduktohen shpenzimet e Bashkisë
	Rritja dhe forcimi i kapaciteteve institucionale dhe burimeve njerëzore në BT	Ngritja e një sistemi të përshtatshëm (module) trajnimi për administratën e BT	1. Krijimi i një sistemi elektronik për vlerësimin e performancës dhe mbledhja në mënyrë elektronike e nevojave për trajnim nga stafi, çdo gjatësi muaj. 2. Krijimi i një platforme e-learning dhe një e-library 3. Mënyrë dixhitale i projekteve strategjike dhe planeve të punës	1. Sistemi e-performance evaluation i krijuar 100%; 2. Platforma e-learning dhe e-library krijuar 100%; 3. 48 drejtori përdorin për raportim programin	* Mbledhja në mënyrë sistematike dhe periodike e nevojave për trajnim sipas rekomandimeve nga zyrtarët raportues dhe kërkesave të stafit; * Ofrimi i shërbimit të trajnimit një numri më të madh punonjësish, me mënyra alternative (online) dhe me kosto të ulët * Rritja e efikasitetit në planifikimin dhe raportimin në BT, duke siguruar koordinim dhe monitorim në përbushjen e objektivave strategjike

Figure 2 shows the matrix for Goal 1. Here, all of the listed indicators (gold font) are more like projects. The 'indicator' 20 beneficiary businesses from supporting schemes is a target, which to be achieved requires a project to be implemented. Meanwhile the project Tourism Improvement District (TID) Kinostudio is more of a programme. Figure 2 is accompanied by the original Albanian version in the Strategy.

Figure 2. Logic framework matrix for Goal 1 (Polycentric Tirana: Urban revitalization that harmonizes infrastructure, public service, and boosts economic development). a) English translation; b) original Albanian version in Strategy 2018–2022

a)

URBAN REVITALIZATION THAT HARMONIZES INFRASTRUCTURE, PUBLIC SERVICE AND BOOSTS ECONOMIC DEVELOPMENT			
Specific objective	Programme	Project	Indicator
1. Kombinat: An urban centre with creative and artistic features	1. Kombinat development	1. Development of a Detailed Local Plan	Developed Detailed Local Plan
		2. Improvement of the road infrastructure within the area	Road construction in areas around Garibaldi Square
		3. Revitalization of the Garibaldi Square and surrounding buildings	Four requalified buildings / One renovated square
		4. Urban centre coverage with public services	1. 12 playgrounds for children 2. Reconstruction of five schools, one kindergarten and one nursery
		5. Creation of a CreativeHub/Platform; Dedicated space to artistry	1. One gallery for artistic and artisan work exhibitions 2. One dedicated space for socio-cultural projects
		6. BID Kombinat, a private public partnership focused on delivering a better surrounding and additional business opportunities	1. Agreement with 20 partner businesses in BID 2. One agency for BID maintenance
2. Kinostudio: An urban centre with artistic and cinematographic features	1. Kinostudio development	1. Detailed Local Plan	Developed Detailed Local Plan
		2. Revitalization of the existing square	Requalified square with space for all ages
		3. Urban centre coverage with public services	1. Two reconstructed schools 2. Construction of five playgrounds
		4. KinoPark: A centre for different age-groups, focused on cinematographic activities development and artistic work exhibition	1. One dedicated space for cinematographic activities 2. One theatre/cinema for children 3. One exhibition of Albanian Filmography history
		5. TID Kinostudio	20 beneficiary businesses from supporting scheme

b)

RIVITALIZIM URBAN QË HARMONIZON INFRASTRUKTURËN, SHËRBIMET PUBLIKE DHE NXIT ZHVILLIMIN EKONOMIK			
Objektiva e përgjithshme	Objektiva specifike	Projektet	Indikatorë të lidhur me monitorimin dhe raportin
	Polikombinat (Qendër Urbane me karakter kreativ, artistik dhe mjeshteror)	1. Hartimi i një Plani të Detajuar Vendor 2. Përmirësimi i infrastrukturës rrugore të zonës 3. Rivitalizimi i sheshit Garibaldi dhe godimave përreth sheshit 4. Mbulimi me shërbime publike i polin 5. Krijimi i Creative Hub, një hapësirë e dedikuar mjeshtrëve 6. BID Kombinat, një partneritet publik privat për një mjedis fizik të përmirësuar dhe më shumë mundësi biznesi	1. Plan i Detajuar Vendor i hartuar 2. Ndërtimi i rrugëve në zonat përreth sheshit Garibaldi 3. 4 godina të rikualifikuara dhe një shesh 4. - 12 kënde lojrash për fëmijë - Rikonstruktimi i 5 shkollave, 1 kopshti dhe 1 çerdhe 5. - 1 galeri për ekspozimin e punimeve artistike dhe artizanale - 1 hapësirë e dedikuar për projekte kulturore sociale 6. - Marrëveshje me 20 biznese partnere në BID - Një agjenci për mirëmbajtjen e BID
	Polikinostudio (Qendër Urbane me karakter artistik dhe kinematografik)	1. Hartimi i një Plani të Detajuar Vendor 2. Rivitalizimi i sheshit ekzistues 3. Mbulimi me shërbime publike i polin 4. Krijimi i KinoPark, një qendër me hapësira të dedikuara sipas moshave për zhvillimin e aktiviteteve kinematografike dhe ekspozimin e veprave artistike 5. TID Kinostudio	1. Plan i Detajuar Vendor i hartuar 2. Shesh i rikualifikuar me hapësira për të gjitha moshat 3. - Rikonstruktimi i 2 shkollave - Ndërtimi i 5 kënde lojrash për fëmijë 4. - Një hapësirë e dedikuar për aktivitetet kinematografike - Një kinema/teatër - Një ekspozitë e historisë së Kinematografisë Shqiptare 5. 20 biznese përfutuese nga skemat e mbështetjes

Thus, reported above we have an example of a good structure (Goal 5; Figure 1) and one where many of the indicators are in reality actions (Goal 1; Figure 2). A final example (Figure 3) provides an even more confusing mix of indicators, projects and targets. Goal 2 comprises some projects that are clearly projects, but also some that are programmes, and many indicators that are really projects.

Figure 3. Logic framework matrix for Goal 2 (Education for all). a) English translation; b) original Albanian version in Strategy 2018–2022

a)

EDUCATION FOR ALL			
Specific objective	Programme	Project	Indicator
1. Improving education infrastructure and the quality of education process	1. New infrastructure with standards	1. Design and construction of 17 schools and 10 new kindergartens (with PPP)	1. Ten new primary schools with integrated kindergartens 2. Seven new high-schools
		2. Construction of 4 kindergartens (in addition to those mentioned above with PPP) and 8 new nurseries within 2022	1. Four new kindergartens - excluding the ones with PPP 2. 1.6 new nurseries annually till 2022 (8 total)
	2. Existing and improved infrastructure	3. Rehabilitation (full/partial) of 43 schools	43 rehabilitated schools till 2022
		4. Rehabilitation of 11 kindergartens (4 of which located in rural areas)	100% reconstructed of 11 kindergartens
		5. Needs assessment and implementation of fire prevention measures in educational institutions	1. Conducted study 2. Equipment of all public schools in Tirana with fire prevention measures
		6. Installing surveillance cameras in every school in Tirana	100% of public schools in Tirana equipped with surveillance cameras
2. Improving accessibility and inclusion in primary and secondary education	1. Enhanced accessibility for groups of disadvantaged people	1. Delivery of accessible infrastructure for people with disabilities in all schools in the administrative units no. 4, 5 and 6 (which have the highest number of children with disabilities)	22 existing schools in Administrative Units No. 4,5 and 6 with disability inclusive infrastructure
		2. Needs assessment for disability inclusive infrastructure for schools in all the remaining administrative units of Tirana	Identification of schools that need disability inclusive infrastructure
		3. Needs assessment to increase accessibility in educational infrastructure in the rural areas	Completion of the study and preparation of the intervention calendar
	2. Schools as community centres	4. Piloting the "Schools as Community Centres" programme in at least 10 schools in Tirana (5 in the centre, 5 in the new development poles) (2018-2019)	1. Ten schools serving as community centres 2. A hundred people employed during 2018-2019
		5. 50 additional primary and secondary schools in Tirana participating in the "Schools as Community Centres" programme	1. 50 primary and secondary schools by 2022 2. 500 people employed by 2022
		6. Piloting this programme in a rural area (in Shengjergj)	School as a Community Centre in Shengjergj

b)

ARSIM PËR TË GJITHË				
Objektiva të përgjithshme	Objektivat Specifike	Programe	Projektet	Indikatorë të lidhur me monitorimin dhe raportin
ARSIM PËR TË GJITHË	Përmirësimi i kushteve dhe cilësisë së procesit mësimor	Infrastrukturë e re sipas standarteve	1. Projektimi dhe ndërtimi i 17 shkollave dhe 10 kopshteve të reja (me PPP) 2. Ndërtimi i 4 kopshteve të reja (përvet atyre me PPP) si dhe 8 çerdheve të reja brenda vitit 2022	1. - 10 shkolla të reja 9-vjecare me kopshte të integruara - 7 shkolla të mesme të reja, sipas standarteve. 2. - 4 kopshteve të reja (përvet atyre me PPP) - 1.6 çerdhe në vit deri në vitin 2022.
		Infrastrukturë eksistuese e përmirësuar	1. Rehabilitim i plotë / i pjesëshmë i 43 shkollave 2. Rehabilitimi i 11 kopshteve (4 rurale) 3. Studim dhe zbatim i masave kundër zjarrit në shkollat publike 4. Vendosja e kamerave të sigurisë në çdo shkollë të Tiranës.	1. 8 shkolla të rehabilituara çdo vit deri në vitin 2022 2. 100% i kopshteve dhe çerdheve të të rikonstruara 3. - Studim i përfunduar - Vendosja e masave për mbrojtjen nga zjarri në 100% të shkollave publike të Tiranës 4. 100% e shkollave publike të Tiranës të pajisura me kamera sigurie në ambientet e jashtme
	Rritja e aksesueshmërisë për grupet e pafavorizuara	Rritja e aksesit dhe gjatësisë së rrugëve në zonat rurale	1. Ngritja e faciliteteve për PAK në të gjitha shkollat e NJA-ve 4, 5 dhe 6 (të cilat kanë dhe në më të lartë të famijëve PAK) 2. Studim mbi nevojat specifike për infrastrukturë të PAK në shkollat e NJA-ve të reja të Tiranës 3. Studim për rritjen e aksesit në infrastrukturën arsimore në zonat rurale	1. 22 shkolla eksistuese në njësitë 4-5-6 të rehabilituara me strukturën PAK 2. Identifikimi i shkollave që kanë nevojë për kështu strukturë PAK 3. Përfundimi i studimit dhe përgatitja e kalendarit të ndërtimit
	Rritja e aksesit dhe gjatësisë së rrugëve në Arsimin Parauniversitar	Shkollat si qendra komunitare	1. Pilotimi i programit në të paktin 10 shkolla të Tiranës (5 në qendër dhe 5 në periferi) 2. Përfundimi i kësaj programi në 50 shkollave të tjera parauniversitare të Tiranës 3. Pilotimi i programit në një zonë rurale - në konkretisht në Shengjergj	1. - 10 shkolla të para të hapura si qendra komunitare - 100 individë të punësuar brenda 2018-2019 2. - 50 shkolla parauniversitare deri 2022 3. - 500 individë të punësuar brenda vitit 2022 3. - Shkolla komunitare në Shengjergj

Because of this lack of clarity, it was obvious that a separate analysis needed to be carried out of the actions necessary for the indicators to be measured and the targets achieved. Thus, where a project was more of a programme, and the indicators clearly were relevant to a set of separate actions within an obvious grouping of programme, the consultant rephrased these indicators as actions simply for the analysis, without altering the intention or validity of the Strategy.

The interpretation of actions enabled much more detail to be brought into the assessment of the logic framework. Moreover, analysis of the actions acts an analysis of the indicators.

In the case of one pair of projects (to develop systems to measure the water supply and to identify illegal connections) in Goal 4, there is a single indicator (reduction in water provided with no income) and the status of implementation is combined. These are treated here as two separate actions.

The observation that the Strategy mixes programmes, projects, targets and indicators needs to be addressed in the design of the Strategy 2023–2027.

In contrast with goals 2–5, Goal 1 contains no programmes. Thus, to facilitate construction of the tree of implementation status, a single programme was inserted per objective in this goal, apart from Objective 5, which was split into two programmes: one for Student City and one for Farka.

Overall, the level of implementation of the Strategy has been good. At the end of 2022, i.e. in the five years since adoption of the Strategy, 89 actions (66% of those in the Strategy) are reported as implemented, 45 (33%) are reported as under way, and only one (1%) as not started. Thus, nearly all (134; 99%) of the Strategy projects have been either implemented or are under way. The project that has not been carried out is part of Strategic Goal 4 (specifically 'Implementation of agreements with subscribing families for debt payments').

Tirana Municipality has a Strategic Development Directorate and conducts M&E of the Strategy and its component projects, enabling preparation of annual performance reports to municipal council, and progress report.

In addition to those listed in the Strategy, many projects have been implemented as a consequence of the earthquakes of 2019 and the subsequent large donor support provided for reconstruction and rehabilitation.

4.5 Analysis of Outcomes

The results from the implementation of a strategy are visible at two main levels. The immediate results from implementation of the projects are the outputs, while the impact at a higher level is seen in the achievement of the objectives and goals. The following is an analysis of the Outcomes of the implementation of the Strategy 2018–2022. It looks at the wider impact of the strategy, i.e. at the level of goals, and analyses how well these have been achieved. This is done in a cumulative manner, based upon the level of implementation of the component objectives, which are in turn assessed according to the level of implementation of the component programmes and projects.

4.5.1 Goals

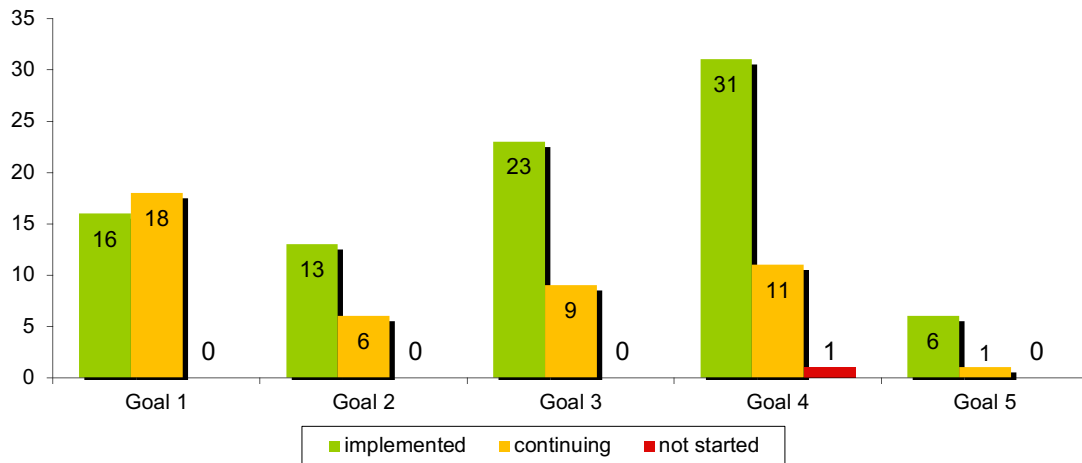
The Strategy includes five goals, and the number (from 7 to 43) and level of implementation (from 47% to 86%) of the projects within those goals varies considerably (Table 1). Some of the projects (33%) are still under way, but only one has yet to start.

Table 1. Status of implementation of Strategy projects, by Goal, as of the end of 2022

Status	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
implemented	16	13	23	31	6
continuing	18	6	9	11	1
not implemented	0	0	0	1	0
total	34	19	32	43	7
implemented	47%	68%	72%	72%	86%

Goal 1 includes 34 projects of which 16 (47%) have been implemented and 18 (53%) are under way. Goal 2 includes 19 projects, of which 13 (68%) have been implemented and 6 (32%) are under way. Goal 3 includes 32 projects of which 23 (72%) have been implemented, 9 (28%) are under way. Goal 4 includes 43 projects of which 31 (72%) have been implemented, 11 (26%) are under way, and 1 (2%) has yet to start. Goal 5 includes 7 projects of which 6 (86%) have been implemented and 1 (14%) is under way. Figure 4 shows the level of implementation of the Strategy projects graphically, by goal. The goal with the largest number of projects implemented is Goal 3, followed by Goal 4, Goal 1, Goal 2 and Goal 5.

Figure 4. Status of projects implemented during 2018–2022



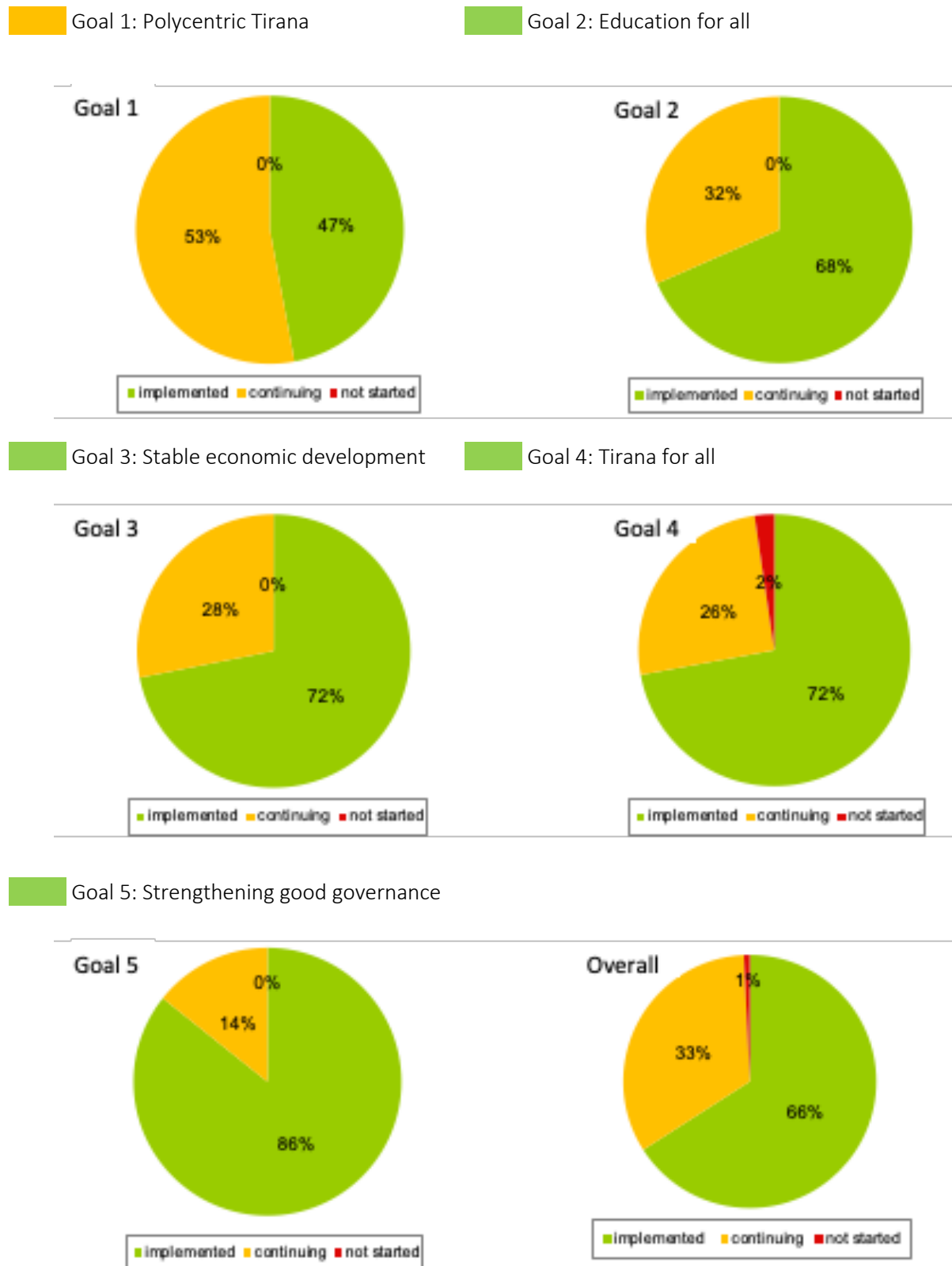
In terms of proportion of projects implemented the average is 66 percent (Figure 5), led by Goal 5 (good governance), with 86 percent implemented, followed by Goal 3 (economic development) and Goal 4 (services; 72% each), Goal 2 (education; 68%) and Goal 1 (47%), the least well (relatively) implemented goal (urban revitalization).

The overall assessment of implementation status is indicated by the colour of the box next to the respective goal. A green box indicates a good status of implementation, a yellow box, a medium level of implementation (less than the average level, but where at least 50% of the projects have been implemented), and a red box, low level of progress with implementation (more projects or activities still to start than are under way or finished).

Thus, goals 2–5 are each at a good level of implementation, while Goal 1 needs more effort to reach that level. Such a good performance of implementation of the projects and achievement of the goals ought to be reflected in an improved quality of life for the citizens. It is through citizen surveys that such impact can be perceived.

The citizens perceptions are analysed below in the section *Analysis of citizen surveys carried out by the municipality*. Whereas there will always be some level of dissatisfaction among citizens constantly looking for an improved quality of life, with sufficient and well-designed sampling positive outcomes can be identified.

Figure 5. Status of projects implemented during 2018–2022, by goal and overall



Analysis of achievement of the objectives provides more detail to the impact of implementation of the Strategy on the quality of life of the community. The assumption that an achieved objective has had a positive effect requires support from the opinions of the community, and is elaborated later on in the section *Analysis of citizen surveys carried out by the municipality*. For the moment, the analysis of the objectives is elaborated below.

4.5.2 Objectives

The present section summarises the status of the individual projects as listed in the Strategy, with more details provided in the following section, which describes the actions that have been undertaken.

Goal 1 comprises five objectives, six programmes and 34 projects.

Objective 1.1 Kombinat: An urban centre with creative and artistic features

One-third of the projects (2/6; 33%) clustered under Objective 1.1 have been fully implemented, while the rest are under way. These projects are all infrastructure projects for development of the area of Kombinat, in the south-west of the city. A detailed local plan was developed in 2018, and approved by the mayor through decision no. 24608/3, dated 19/09/2018. Road infrastructure in the area has been improved, with 11 streets asphalted, and 19 road signs and 40 sets of street lights installed. However, revitalization of Garibaldi Square and its surrounding buildings, coverage of the urban centre with public services, creation of a Hub and platform with a space dedicated for artists, and a business improvement district for Kombinat are all under way.

Objective 1.2 Kinostudio: An urban centre with artistic and cinematographic features

Four of the five projects (80%) of Objective 1.2 have been implemented. A detailed local plan for Kinostudio has been developed and approved by the Ministry of Culture. The existing square in the area was renovated in 2018. The urban centre is provided with public services, and KinoPark, a centre for various age-groups, has been set up with a focus on cinematographic activities, while the area as a Tourism Improvement District is under way.

Objective 1.3 Promotion of sustainable development throughout Tirana's Northern Boulevard

Objective 1.3 includes nine projects, of which three (33%) have been fully implemented and six (67%) are under way. Public transport is provided for the north-south connection following a large feasibility study carried out for the whole area of the municipality. The area alongside the Lana River in the north of the city has been revitalized. With regard to coverage with public services, six new schools and two new kindergartens have been constructed, and two schools and four kindergartens reconstructed. A development trust received Municipal Council approval in 2020 for implementation of the Masterplan

for the city. Meanwhile, improvement of the new development areas is under way, with suitable spaces created for the planned construction, while the area alongside the railway track is being developed as an outer green ring, public squares and green spaces are being designed and procurement procedures are under way for the construction of public buildings for this part of the city.

Objective 1.4 Lapraka: An urban centre with sporting, educational and recreative features

Half of the six projects in Objective 1.4 have been implemented with the rest under way. A detailed local development plan for Lapraka has been approved, the road infrastructure has been improved and recreational and sports centres have been established. Meanwhile, a cycling path in the green strip alongside the railway track and six playgrounds for children are being constructed and incentivization is being provided to sports and education businesses.

Objective 1.5 Farka-Student City: An urban centre with recreative natural and touristic features

Half of the eight projects of Objective 1.5 have been implemented with the rest under way. These projects are split between two programmes: development of the Student city and of Farka, around the lake. The infrastructure in the southern part of Tirana, including connection with the Student City, has been improved, while a partial development plan for residences in Student City is in the process of being compiled. A detailed local development plan for Farka has been approved, and a sports centre and a dedicated space for water games has been created. Meanwhile, the creation of public green spaces, with these linked by footpaths and cycle ways, are under way, along with a new library set against a background of nature, and the provision of public services throughout the area are under way.

Goal 2 comprises three objectives, seven programmes and 19 projects.

Objective 2.1 Improving education infrastructure and the quality of education process

This objective comprises two programmes, split between installation of new, and the improvement of the existing, infrastructure for provision of education. Five of the six projects (83%) in the objective have been implemented, comprising one of the two projects of Programme 1 and all those of Programme 2.

Four new kindergartens and eight new nurseries have been constructed, in addition to the public-private partnership design and construction of 17 new schools and ten new kindergartens, which are under way. An additional 36 schools have been constructed, with two under construction, and 32 have been rehabilitated and three are in the process of rehabilitation. Meanwhile, in another area, 30 kindergartens have been reconstructed, with one in process. A needs assessment has been

undertaken with regard to fire prevention measures in Tirana's educational institutions, and surveillance cameras are now installed in all of the schools.

Objective 2.2 Improving accessibility and inclusion in primary and secondary education

This objective comprises two programmes, split between enhancing accessibility for groups of disadvantaged people and the use of schools as community centres. Five of the six projects (83%) in the objective have been implemented, comprising all three projects of Programme 1 and two of the three of Programme 2. Infrastructure for persons with disabilities (PwD) has been delivered for all schools in the administrative units of Tirana and a needs assessment carried out for schools in rural areas. Piloting of schools as community centres has been undertaken in many schools, including in rural areas, with participation of many other schools in the programme under way.

Objective 2.3 Improving the infrastructure of student residences

This objective comprises three programmes: installing new infrastructure in student residences, improving some of the infrastructure that already exists, and installation of new and improved infrastructure in supporting facilities. Three of the seven projects (43%) in the objective have been implemented, comprising one of the two projects in Programme 1 and two of the three of projects of Programme 2. A Masterplan for improving student accommodation has been developed. Four buildings in the Faculty of Medicine (2 with funds from the earthquake reconstruction) and the Faculty of Engineering, and service buildings, including a cafeteria, have been rehabilitated. Twenty-seven student residences are being reconstructed, a new multifunctional centre is being constructed and while an electronic system for student registration and accommodation is now functional and a digital archive being set up.

Goal 3 comprises three objectives, nine programmes and 32 projects.

Objective 3.1 Improvement of quality of services and equipment with necessary infrastructure for businesses

Objective 3.1 includes 12 projects split equally between two programmes. Of these eight (67%; 4 in each programme) have been fully implemented and four (33%) are under way. In Programme 1, Digital services, a One-Stop Shop for businesses and citizens has been set up, and these is now interconnection with both local and national databases. A farmers register has been set up, along with Tirana Hub a digital economics portal. Meanwhile more e-Services are being set up, as is digitization of institutional administrative processes and procedures. In Programme 2, Infrastructure and trade network, there has been an improvement of the irrigation and drainage system, creation of an aggregator (collection and trading point) in Tirana, a needs assessment undertaken for markets in the municipality, and the creation and functioning of daily markets. Meanwhile, although updating of the property borders in 13 rural Administrative Units (AUs) is on hold because of the high costs,

registration of land use acts for agricultural land is being implemented, and mapping of assets of the municipality and incentivizing businesses to use them is also under way.

Objective 3.2 Financial support and fiscal incentives for businesses

Objective 3.2 includes four projects (2 in each of 2 programmes), of which three (75%) have been fully implemented and one (25%) is under way. Assessment and information packages on financial support have been delivered, favourable financial packages are being provided, while farmers and social businesses and start-ups are being provided with favourable fiscal packages. Meanwhile financial schemes supporting social business start-ups are under way.

Objective 3.3 Increased competitiveness and absorption of foreign investments

Objective 3.3 comprises some 16 projects, of which 12 (75%) have been fully implemented and four (25%) are under way. These projects are spread across five programmes. Programme 1 (Economic zones and clusters) includes two projects of which one—a Technology and Economic Development Area (TEDA)—has been set up, while Programme 2 (Creative and leisure economies, 1) contains three projects of which one—setting up business incubators—has been implemented. Programme 3 (Creative and leisure economies, 2) contains four projects all of which have been implemented: more than 300 km of hiking and cycling trails have been set up, with signage and maps set up across the city. Branding of Tirana has begun. A city tax register has been functional since 2018. Programme 4 (Promoting employment and self-employment) includes three projects, all of which have been implemented: strengthening the municipality as an intermediary between job-seekers and businesses, increasing cooperation with universities to create employment opportunities, and undertaking a training and capacity building for potential employees. Three of the four projects in Programme 5 (Boosting the green economy) have been implemented, with plans developed for forestry expansion, encouraging businesses to be eco-friendly, and identification and branding of traditional produce of the region. Meanwhile, creation of possible business clusters, setting up of an artisanal centre and an innovation and technology centre in Tirana Pyramid are under way, along with development of a platform for a sustainable local economy.

Goal 4 comprises eight objectives, 21 programmes and 43 projects.

Objective 4.1 Encouraging cycling for trips below 5 km (minimum grid)

Objective 4.1 comprises 11 projects, of which nine (82%) have been fully implemented and two (18%) are under way. For Programme 1 (Expansion of the minimum network and improvement of the infrastructure of this network) traffic along Rr. Durrës has been reduced to three lanes for motorised traffic with two dedicated bicycle lanes. Dedicated bicycle lanes are installed in Rr. Dibres, along the new boulevard, the third ring road and in Rr. Myslym Shyri, while the pavement along the Lana River has been rehabilitated to include two-way bicycle lanes, and the quality and signalling system of

bicycle lanes in Rr. Kavaja has been improved. For Programme 2 (Improved bicycle service and citizens' awareness of bicycle use) the total number of parking places for bicycles has increased and cycling has been promoted through awareness campaigns. Projects to increase the number of bicycle rentals are under way.

Objective 4.2 Increase in parking capacity in Tirana

All five of the projects (within a single programme) in Objective 4.2 have been fully implemented. The quality of the public parking service has been improved, with payment collectors trained as parking wardens, digitalization of payment methods, increase in the number of car parks, and more space for paid parking and residential parking.

Objective 4.3 Increasing green spaces

Only one of the five projects (20%) in Objective 4.3 has been fully implemented, with the rest under way. Green façades (Programme 3) have been installed in two buildings and on five rooftops, and 39 façades rehabilitated. Work to develop the Orbital Forest (Programme 1) is under way, along with development of a central park in the new boulevard (Programme 2) and the installation of two biodiversity bridges linking the city's green corridors with the orbital forest and with Farka Lake (Programme 4).

Objective 4.4 Public transport (for journeys above 5 km) with high efficiency

Five (83%) of the six projects in Objective 4.4 have been fully implemented, with many new suburban bus routes set up and the bus network enlarged (both Programme 1). There are now 25 electric buses used in the municipality (Programme 2), and all buses are equipped with GPS, while the Bus app is being set up (Programme 3).

Objective 4.5 Improvement of citizens' quality of life

All three projects (1 in each of 3 programmes) under Objective 4.5 have been fully implemented, with rehabilitation of the urban infrastructure of apartment blocks, new playgrounds and projects being financed jointly with the community.

Objective 4.6 Improvement of waste management system in Tirana

As in the case of the previous objective, all three projects under Objective 4.6 (in a single programme) have been fully implemented, with installation of underground waste containers in areas with high impact, and bottom sensors in waste containers to monitor levels, and inclusion of additional containers along the collection routes.

Objective 4.7 Sustainable supply of potable water for Tirana

Objective 4.7 comprises some nine projects (split across 6 programmes), of which five (56%) have been fully implemented, three (33%) are under way, and one (11%) has yet to start. Investments have been made in the potable water distribution system (Programme 1). The sewerage system has been expanded, effluent entering the River Lana reduced and the water treatment plant is now fully functional (Programme 2). A campaign highlighting the importance of financial stability of the Water Supply and Sewerage Utility (1 of 2 projects in Programme 4 to increase revenues) and projects to reduce maintenance costs, increase payments and set new tariffs (Programme 5) have been undertaken. Meanwhile, systems to measure the production, transmission, accumulation and supply, and identification of illegal connections and technical losses are being set up (Programme 3), along with the Scada system for full service coverage of the water supply system, 24/7 (Programme 6).

Objective 4.8 Increase the quality of the public cemetery service

One of the two projects under Objective 4.8 has been implemented, while the other is under way. There are now mural cemeteries in Sharra and Tufina, while the surface areas of the two public cemeteries has increased.

Goal 5 comprises three objectives, four programmes and seven projects.

Objective 5.1 Ensuring a transparent governance and strengthening accountability

The two projects in Objective 5.1 have been fully implemented. The Tirana I me app has been improved and city hall transparency has been enhanced through the online publications provided on opendata.tirana.al.

Objective 5.2 Strengthening local finances

The two projects in Objective 5.2 have been fully implemented. These projects are in two programmes: to increase efficiency of revenue collection, and to reduce administrative expenses. Coordination is undertaken between local and central institutions making on-site checks of businesses, while a study into the possibilities of reducing operational expenses has been undertaken.

Objective 5.3 Building capacity and strengthening of human resources in Tirana City Hall

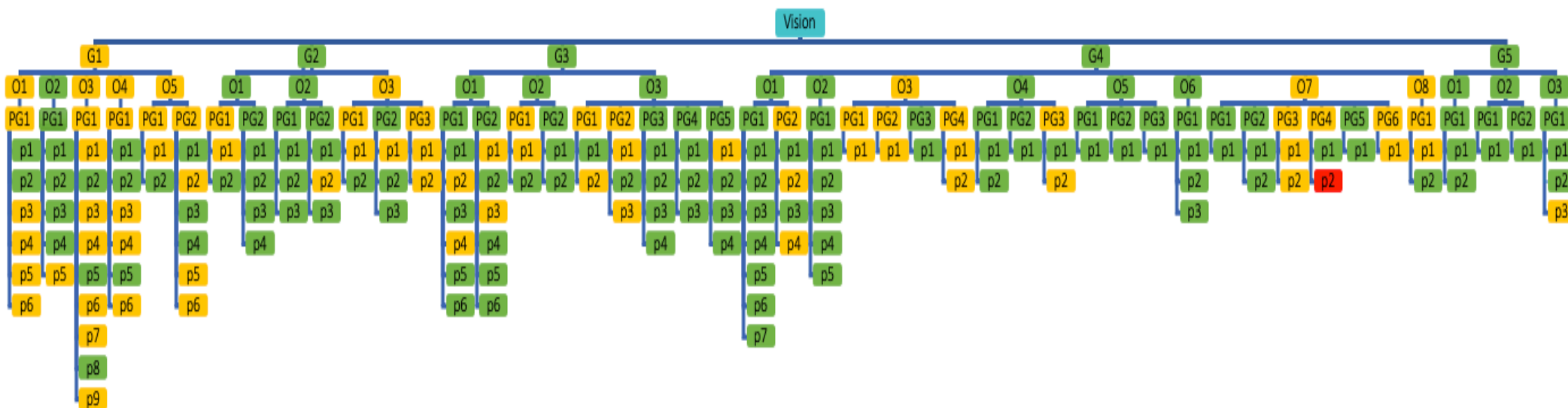
Two of the three projects in Objective 5.3 have been fully implemented. These projects are part of a single programme to establish a training system for municipal staff. An e-System for performance evaluation has been installed, along with an e-Learning platform and e-Library, while a system for digital management of strategic projects and workplans is being set up.

4.5.3 Implementation tree of logic framework based upon projects

Figure 6 presents a visual representation of the level of implementation of the Strategy overall. The status of implementation of the projects is noted by the colour of the box as used above for the goals and objectives.

Four of the five goals of the Strategy are well achieved, and one (G1) is partially achieved, while of the 22 objectives, 14 (G1:O2, G2:O1, G2:O2, G3:O1, G3:O2, G3:O3, G4:O1, G4:O2, G4:O4, G4:O5, G4:O6, G5:O1, G5:O2 and G5:O3) are well achieved and eight (G1:O1, G1:O3, G1:O4, G1:O5, G2:O3, G4:O3, G4:O7 and G4:O8), partially achieved.

Figure 6. Tree of implementation of projects of Tirana Municipality Strategy 2018–2022



4.5.4 Conclusion from analysis of implementation of the projects

Polycentric Tirana: Redevelopment of the centre of Kinostudio has progressed well, with most of the projects implemented, while Kombinat, the area around the northern boulevard, Lapraka and Farka and the Student city need more focus and effort in the new Strategy to be completed and bring an improved quality of infrastructure and quality of life to the citizens of those areas. Nevertheless, between one-third and one-half of the other projects have been implemented, with the rest under way.

Education for all: This goal has progressed really well. The educational infrastructure and quality of the conditions for teaching have improved considerably since 2018, with many new schools constructed and many existing ones reconstructed. There is also much more accessibility and inclusion of children from minority groups and the disabled into the primary and secondary education facilities, which are now also more secure with fire prevention measures and surveillance cameras installed. Many schools, including in rural areas, are now functioning as community centres. Meanwhile, the student residences are being improved and the work is progressing well.

Stable economic development: This goal has progressed really well. e-Services, a one-stop shop, essential equipment and the integration of national and local databases have all helped improve the quality of services provided to businesses, while an aggregator and the recently created daily markets have helped both farmers and citizens alike. Financial support and fiscal incentives are being provided for businesses, including social businesses and start-ups, and there is increased competitiveness and absorption of foreign investments. A TEDA is up and running, as are business incubators, while branding of the capital city is progressing, with business clusters, an artisanal and an Information and Communications Technology (ICT) centre being installed, and the Pyramid is now an innovation and technology centre. Focus on making Tirana a healthier place in which to live has led to more than 300 km of cycling and walking routes being created within the city, enabling citizens to commute to work more easily and helping reduce the traffic congestion.

Tirana for all: This goal has progressed really well. In line with improved and healthier movement of citizens around the city, there are many dedicated bicycle lanes in Tirana, with more secure parking places available and bike rentals under way. Car parking in the city is more systematized than previously, and public transport has been enhanced with new bus routes and the use of electric buses. Quality of life of citizens in some areas is markedly improved, with improvement of apartment blocks and installation of play areas, and generally across the city, with an improved waste collection and management system, investments made in the drinking water supply and the sewerage system and improvements made to the public cemeteries. Meanwhile, many residential buildings and their

surrounds are now much greener, while work to develop the Orbital Forest and install biodiversity bridges linking them to Farka Lake is under way.

Strengthening good governance: This goal has progressed really well. Tirana City Hall is now more accessible than previously through citizens' use of the Tirana Ime app and the large amount of information provided online at opendata.tirana.al. Revenues for the municipality have increased and administrative expenses reduced, while municipal staff are being regularly trained through a new system, digital systems have been installed for performance evaluation, and staff are able to access the online library and e-Learning platform.

4.6 Progress of Strategy actions

Tirana Municipality's Strategy 2018–2022 includes 186 actions spread across five goals, 22 objectives and 45 programmes. For the present assessment (evaluation) to take place the municipality provided information on the implementation of the actions over the previous five years.

Overall, the implementation of the Strategy is good. As of the end of 2022, i.e. in the five years since its adoption, 131 actions (70% of those in the Strategy) are reported as implemented, 53 (28%) are reported as under way, and only three (2%) as not implemented. Thus, nearly all (183; 98%) of the Strategy actions have been either implemented or are under way. The three actions that have not been carried out are part of Strategic Goal 3 (Stable economic development) and Goal 4 (Tirana for all).

4.6.1 Goals

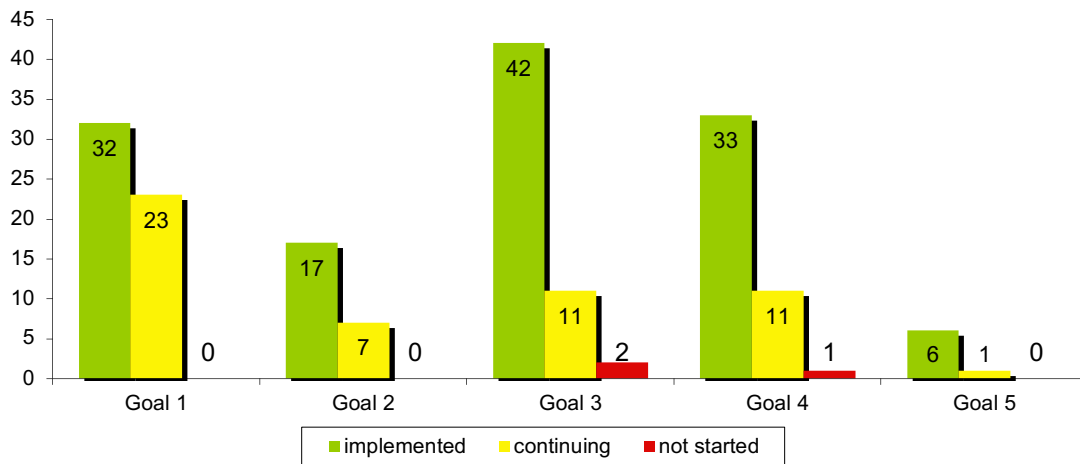
The number and level of implementation of the actions within the five goals of the Strategy are reported in Table 2. Goal 1 includes 55 actions of which 32 (58%) have been implemented and 23 (42%) are under way. Goal 2 includes 24 actions, of which 17 (71%) have been implemented and 7 (29%) are under way. Goal 3 includes 55 actions of which 42 (76%) have been implemented, 11 (20%) are under way and 2 (4%) have yet to start. Goal 4 includes 45 actions of which 33 (73%) have been implemented, 11 (25%) are under way and 1 (2%) has yet to start. Goal 5 includes 7 actions of which 6 (86%) have been implemented and 1 (14%) is under way.

Table 2. Status of implementation of Strategy actions, by Goal, as of the end of 2022

Status	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
implemented	32	17	42	33	6
continuing	23	7	11	11	1
not implemented	0	0	2	1	0
total	55	24	55	45	7
implemented	58%	71%	76%	73%	86%

Figure 7 shows the level of implementation of the Strategy actions graphically, by goal. The goal with the largest number of actions implemented is Goal 3, followed by Goal 4, Goal 1, Goal 2 and Goal 5.

Figure 7. Status of actions implemented during 2018–2022



In terms of proportion of actions implemented the average is 70 percent (Figure 8), led by Goal 5, with 86 percent implemented, followed by Goal 3 (76%), Goal 4 (73%), Goal 2 (71%) and Goal 1 (58%), the least well (relatively) implemented goal (Polycentric Tirana).

The overall assessment of implementation status is indicated by the colour of the box next to the respective goal. A green box indicates a good status of implementation, a yellow box, a medium level of implementation (less than the average level, but where at least 50% of the actions have been implemented), and a red box, low level of progress with implementation (more actions or activities still to start than are under way or finished).

Figure 8. Status of actions implemented during 2018–2022, by goal and overall



Thus, goals 2–5 are each at a good level of implementation, while Goal 1 needs more effort to reach that level.

4.6.2 Objectives

Goal 1 comprises five objectives, six programmes and 55 actions.

Objective 1.1 Kombinat: An urban centre with creative and artistic features

Nearly half of the actions (4/9; 44%) clustered under Objective 1.1 have been fully implemented. These actions are all infrastructure projects for development of the area of Kombinat, in the south-west of the city. A detailed local plan was developed in 2018, and approved by the mayor through decision no. 24608/3, dated 19/09/2018. Eleven streets have been asphalted, 19 road signs and 40 sets of street lights installed. Two new schools, one new nursery and one new kindergarten have been constructed, and three schools, two nurseries and three kindergartens reconstructed. Meanwhile, one community social centre and library have been set up, with four schools also serving as community centres. The five other actions in this objective are all under way. Rehabilitation of Garibaldi Square is in progress, with two squares and two public buildings rehabilitated, with another being privatized and another in the process of expropriation before becoming an artisanal centre. Four of the target of 12 playgrounds for children have been installed, while the Directorate of Urban Economic Development has prepared a project and technical design for the proposed artisanal centre, the property for which is awaiting appropriation. A business improvement district (BID) in Kombinat is in development, awaiting supply of utilities and public services. A new neighbourhood has been added to this area, and during the reconstruction process following the earthquakes of 2019, the area needs more schools, kindergartens and public services. Finally, an agency for maintenance of the BID is in the process of being set up.

Objective 1.2 Kinostudio: An urban centre with artistic and cinematographic features

Nearly all of the actions (7/8; 87.5%) of Objective 1.2 have been implemented. A detailed local plan has been developed and approved by the Ministry of Culture. The existing square in the Kinostudio area was renovated in 2018. In addition to the reconstruction of two schools, a new third school has been constructed, along with three playgrounds and three sports fields. The Marubi Centre now has a dedicated space for films, concerts and plays, a community centre focused on children has been installed and the Ministry and the Marubi Centre organise a film festival and four cinematography activities each year. Meanwhile, support schemes for 20 beneficiary businesses in the Kinostudio TID are being set up.

Objective 1.3 Promotion of sustainable development throughout Tirana's Northern Boulevard

Objective 1.3 includes 18 actions, of which eight (44%) have been fully implemented and ten (56%) are under way. The new boulevard (1.7 km in length) has been constructed and includes 3 km of cycle lanes. Public transport is now provided for the north-south connection following a large feasibility study carried out for the whole area of the municipality. The Lana River Park and Lido have been rehabilitated. Six new schools and two new kindergartens have been constructed, and two schools and four kindergartens have been reconstructed. In another part of the quarter five schools have been constructed along with five playgrounds and a sports field. A development trust was approved by Municipal Council approval in 2020 for implementation of the Masterplan for the city. Meanwhile, improvement of the new development areas, including 77 ha of residential apartment blocks, 45 structural units, eight roads of varying widths and profiles and 400,000 m² of public space is under way, with more than 32,000 m² of public space already provided. In another part of the area around the northern boulevard, some 558,500 m² are being constructed upon and a new northern ring-road is under construction, revitalising the former railway as a green corridor connecting the northern boulevard with Lapraka in the north-west of the city. Construction of four public squares and two lake parks is under way while a library and theatre for the area have been constructed and art gallery and opera house and cultural centre are being built, while procurement procedures are under way for the new Tirana City Hall.

Objective 1.4 Lapraka: An urban centre with sporting, educational and recreative features

Objective 1.4 includes eight actions, of which five (62.5%) have been fully implemented and three (37.5%) are under way. A detailed local development plan for Lapraka has been approved, the road infrastructure has been improved, with two new streets, eight reconstructed streets, 32 asphalted streets, and 38 partially reconstructed streets, along with the installation of 47 road signs and 17 street lights. A square and pedestrian area have been installed, three new schools, one new kindergarten, one new nursery, a library and a cinema have been built, and a school, three kindergartens and four nurseries reconstructed. In addition, two new sports parks have been installed. A cycling path and six playgrounds for children are being constructed and incentivization is being provided to some 20 sports and education businesses.

Objective 1.5 Farka-Student City: An urban centre with recreative natural and touristic features

Objective 1.5 includes 12 actions, of which nine (75%) have been fully implemented and three (25%) are under way. A detailed local development plan for Farka has been approved, with a partial local plan for residences at the Student City in the process of being compiled. The infrastructure in the southern part of Tirana has been improved (new roads, reconstructed roads, a new bridge, two residential estates, 12 streets asphalted, and two partially, lighting installed along 21 streets and road signs installed along 61 streets, one recreational park, Hellenic Park has been completed, a nursery

reconstructed and a library installed). Meanwhile, there is now a 9.3-km-long cycle path around the lake. A sports centre outside one school has been reconstructed and a new ballet school installed. A dedicated space for water games has been created, six schools and four kindergartens have been reconstructed, and a new kindergarten constructed, along with five new and six reconstructed schools and four new playgrounds in another area of Farka. Meanwhile, a picnic area with three BBQ spots is being set up, a two-storey glass library set against nature is being installed along with support provided to 20 businesses.

Goal 2 comprises three objectives, seven programmes and 24 actions.

Objective 2.1 Improving education infrastructure and the quality of education process

Most of the actions (7/9; 78%) clustered under Objective 2.1 have been fully implemented. These actions are mostly infrastructure actions for improving the quality of environment of Tirana's schools. Sixteen new kindergartens have been constructed in one area, with one under construction, and eight new nurseries constructed. Thirty-six schools have been constructed, with two under construction, 32 have been rehabilitated and three are in the process of rehabilitation. In another area, 30 kindergartens have been reconstructed, with one in process. A study has been undertaken for the needs assessment of fire prevention measures in all (203) public schools in Tirana, and all these and 49 libraries have been equipped with fire equipment. Meanwhile, there are now five new schools with integrated kindergartens (target is 10 such schools) and three new high schools (target is 7).

Objective 2.2 Improving accessibility and inclusion in primary and secondary education

Nearly all of the actions (7/8; 87.5%) of Objective 2.2 have been implemented. Some 99 schools in AUs 4, 5 and 6 have disability inclusive infrastructure installed and a needs assessment has been undertaken of schools in all other AUs, along with schools in rural areas. A total of 127 schools (55 in the poles) are now serving as community centres, while nearly 300 people are employed in those centres. An additional 86 primary and secondary schools are participating in the Schools as Community Centres programme, employing nearly 50 people. Meanwhile, one school as community centre has been set up in Shengjergj along with four in other rural areas.

Objective 2.3 Improving the infrastructure of student residences

Objective 2.3 includes seven actions, of which three (43%) have been fully implemented and four (57%) are under way. A Masterplan for improving student accommodation has been developed. A feasibility study will reconceive the arts faculty, police academy and economics faculty, with a multifunctional centre, and a couple of hotels. Four buildings in the Faculty of Medicine (2 with funds from the earthquake reconstruction) and the Faculty of Engineering have been rehabilitated. There

are now nine new student accommodation halls, with four under construction. Seven of 27 student residences have been reconstructed, with nine in process (most from the earthquake funds), a new multifunctional centre is being constructed and while an electronic system for student registration and accommodation is now functional, the digital archive is still being set up.

Goal 3 comprises three objectives, nine programmes and 55 actions.

Objective 3.1 Improvement of quality of services and equipment with necessary infrastructure for businesses

Objective 3.1 includes 28 actions, of which 23 (82%) have been fully implemented, three (11%) are under way and two (7%) have yet to start. A One-Stop Shop for businesses and citizens has been set up, with the number of people seeking assistance directly from the municipal offices falling (by 67% since 2018), while the number contacting the municipality through online channels has increased (>500% in that time). The number of complaints received via the 'Tirana Ime' app and the number of posts published on the noticeboards (kiosks) have stayed about the same since the beginning of the Strategy implementation. More e-Services are being provided by the municipality, including providing information and proof of payment of taxes online, with online tax checks approved this year. Online connections between the national and local databases, through connections with the electricity and water providers for example, have been set up. Digitization of the administrative processes and procedures of institutions has been partially completed, with online password recovery enabled and digitization of the archives under way. A farmers register has been set up in each administrative unit and the economic portal Tirana Hub is up and running. Prior to the competence being centralized, the municipality had been registering land use acts within its territory. It had also installed irrigation and improved the drainage systems in its agricultural areas. The municipality has published an information brochure on its assets and their location, mapping their availability, while 300 farmers, merchants and businesses are part of a business aggregator. Finally, the municipality has completed a needs assessment of citizens for markets and created three new public markets, and daily markets as well as a register of ambulatory merchants in those markets. A couple of actions have not been undertaken in this objective, namely the online documentation checks and updating of all properties in the 13 rural AUs, due to the high costs involved.

Objective 3.2 Financial support and fiscal incentives for businesses

Objective 3.2 includes five actions, of which four (80%) have been fully implemented and one (20%) is under way. Financial schemes supporting social businesses (with some 280 supported, with some 350 employees) are in place, assessment and information packages on financial support have been delivered, favourable financial packages are being provided, while farmers are being provided with favourable fiscal packages (supporting farmers in 13 rural AUs), and some 13 different taxes and tariffs are reduced for social businesses and start-ups.

Objective 3.3 Increased competitiveness and absorption of foreign investments

Objective 3.3 comprises some 22 actions, of which 15 (68%) have been fully implemented and seven (32%) are under way. A TEDA has been set up, a study has been undertaken into current and possible business clusters, several business incubators (Growth Hub, Digital Tirana, Tirana Innovative 10 and Bibliotech Talks) have been set up, with some 30 start-ups supported technically and financially, with nearly 300 entrepreneurs trained and mentored. Some 2,000 youngsters have been engaged in the ICT centre in the redesignated Pyramid, nearly 500 km of hiking and cycling trails have been incorporated into the app Tirana lme, and many notice board maps, guides and information signs have been set up throughout the city. Branding of Tirana has begun, and some 13 international activities to this end have been held, with concerts given by well-known international singers, a film festival and an annual marathon and triathlon held. The city tax register has been functional since 2018, some 3,400 people have been employed through the mediation of the municipality, more than 1,600 students have benefitted from cooperation programmes with universities, and some 874 have been trained towards employment in specific businesses. Some eight plans for forestry economies have been developed, and some 83 businesses in Tirana are now using environmental technologies. Finally, five fairs have been held, with some 1,500 farmers branding their local produce. Meanwhile, the several actions under way include infrastructure rehabilitations of the area near the electrical market enabling clustering of businesses (automotive, ICT and electronic), GIS registration of businesses, design of an artisanal centre, with places for up to 20 artisans, more than 1,200 m² space created for activities in the ICT Pyramid, with nearly 100 people employed. Finally, a plan and platform for urban and rural economic development is under way.

Goal 4 comprises eight objectives, 20 programmes and 45 actions.

Objective 4.1 Encouraging cycling for trips below 5 km (minimum grid)

Objective 4.1 comprises some 11 actions, of which nine (82%) have been fully implemented and two (18%) are under way. Traffic along Rr. Durrës has been reduced to three lanes for motorised traffic with two dedicated bicycle lanes. Dedicated bicycle lanes are installed in Rr. Dibres, along the new boulevard, the third ring road and in Rr. Myslym Shyri, while the pavement along the Lana River has been rehabilitated to include two-way bicycle lanes, and the quality and signalling system of bicycle lanes in Rr. Kavaja has been improved. Overall, in the city, the number of parking places for bicycles has increased and cycling has been promoted through awareness campaigns. Actions to increase the number of bicycle rentals is under way.

Objective 4.2 Increase in parking capacity in Tirana

All six of the actions in Objective 4.2 have been fully implemented. The quality of the public parking service has been improved, with payment collectors becoming parking wardens, digitalization of payment methods, increase in the number of car parks, space for paid parking and residential parking.

Objective 4.3 Increasing green spaces

Only one of the five actions (20%) in Objective 4.3 has been fully implemented, with the rest under way. Green façades have been installed in two buildings and on five rooftops, and 39 façades rehabilitated. Work to plant more than $\frac{3}{4}$ of a million seedlings has been two-thirds achieved, development of a central park in the new boulevard is under way, along with the installation of two biodiversity bridges, linking the city's green corridors with the orbital forest and with Farka Lake.

Objective 4.4 Public transport (for journeys above 5 km) with high efficiency

Five (83%) of the six actions in Objective 4.4 have been fully implemented, with many new suburban bus routes set up and the bus network enlarged. There are now 25 electric buses used in the municipality, and all buses are equipped with GPS. Meanwhile, the Bus app is being set up.

Objective 4.5 Improvement of citizens' quality of life

All three actions under Objective 4.5 have been fully implemented, with nearly 70 residential apartment blocks rehabilitated, 82 new playgrounds installed and 113 actions being financed jointly with the community, through the Community Fund.

Objective 4.6 Improvement of waste management system in Tirana

Similarly, all three actions under Objective 4.6 have been fully implemented, with 12 underground waste containers installed in areas with high impact, 210 containers installed with bottom sensors and the routes now encompassing an additional 1,618 containers.

Objective 4.7 Sustainable supply of potable water for Tirana

Objective 4.7 comprises some nine actions, of which five (56%) have been fully implemented, three (33%) are under way, and one (11%) has yet to start. The coverage of the water supply network has increased to more than 96% and the underground sewerage to 93%. The water treatment plant is now fully functional, while public awareness campaigns have assisted an increase in payments received to 96%, while cost coverage is now at 130%. Meanwhile, systems to measure the production, transmission, accumulation and supply, and identification of illegal connections and technical losses are being installed, along with the Scada system for full service coverage of the water supply system—

24/7—in the municipality. However, implementation of agreements with subscribing families to recover debt payments has yet to be implemented.

Objective 4.8 Increase the quality of the public cemetery service

One of the two actions under Objective 4.8 has been fully implemented, while one is under way. There are now mural cemeteries in Sharra and Tufina, while the surface areas of the two public cemeteries has increased (in Sharra as planned, with Tufina under way).

Goal 5 comprises three objectives, three programmes and seven actions.

Objective 5.1 Ensuring a transparent governance and strengthening accountability

The two actions in Objective 5.1 have both been fully implemented. Some 6,000 citizens use the Tirana Ime app, while city hall transparency has been enhanced through the online publications provided on opendata.tirana.al, with some 200,000 users viewing the data uploaded so far concerning the functions of the municipality, grouped under demography, transport, buildings, public safety, agriculture and livestock, and tourism, culture and sport.

Objective 5.2 Strengthening local finances

The two actions in Objective 5.2 have been fully implemented. Municipal incomes have grown regularly over the past five years, in part through the coordination between local and central institutions undertaking on-site checks of businesses, while a study into the possibilities of reducing operational expenses has been undertaken.

Objective 5.3 Building capacity and strengthening of human resources in Tirana City Hall

Two of the three actions in Objective 5.3 have been fully implemented. An electronic system for performance evaluation of administrative staff has been installed, along with an e-Learning platform and e-Library, while a system for digital management of strategic actions and work plans is being set up, so that 48 directorates will use digital management.

4.6.3 Implementation tree of logic framework based upon actions

Figure 9 presents a visual representation of the level of implementation of the Strategy actions overall. The status of implementation of the actions is noted by the colour of the box as used above for the goals and objectives. Four of the five goals of the Strategy are well achieved, and one (G1) is partially achieved, while of the 22 objectives, 13 (G1:O2, G1:O5, G2:O1, G2:O2, G3:O1, G3:O2, G4:O1, G4:O2, G4:O4, G4:O5, G4:O6, G5:O1 and G5:O2) are well achieved and nine (G1:O1, G1:O3, G1:O4, G2:O3, G3:O3, G4:O3, G4:O7, G4:O8 and G5:O3), partially achieved.

Figure 9. Tree of implementation of actions of Tirana Municipality Strategy 2018–2022



4.7 Analysis of Outputs

Annex I reports the detailed analysis of the results of the outputs of the Strategy 2018–2023. In all there are 117 outputs in the strategy for which 78 (67%) have at least one positive result, where a substantial improvement is noted from the data from the municipality.

Goal 1 Polycentric Tirana: includes six outputs, for all (100%) of which at least one result has been achieved.

All four local plans have been developed, there is a:

§ 17km-long new boulevard,	§ eight new student residences,	four schools as community centres,
§ 12.3km of cycle lanes in these new centres (poles),	§ four new roads,	§ one child-focused centre,
§ four revitalized squares,	§ 13 reconstructed roads, 38 partially reconstructed, 55 asphalted, two partially asphalted,	§ four libraries,
§ one revitalized pedestrian street,	§ one new bridge,	§ one theatre,
§ two renovated public buildings,	§ 127 new road signs installed along with 78 sets of street lighting,	§ 40 playgrounds,
§ one recreational park,	§ a feasibility study completed for N-S public transport connection,	§ four sports fields,
§ a revitalized River Tirana,	§ a development trust approved,	§ two sports parks,
§ 20 new and 20 reconstructed schools,	§ a draft project prepared for an artisanal centre,	§ one aqua park,
§ five new and 14 reconstructed kindergartens,	§ TID Kinostudio in process of providing support to businesses,	§ one reconstructed sports centre,
§ two new and seven reconstructed nurseries,	§ one community social centre set up along with	§ one multifunctional centre (concert hall, theatre, cinema),
§ two new residency blocks,		§ one cinema,
		§ one new ballet school,
		§ one film festival and
		§ four cinematic activities held annually.

Goal 2, Education for all, includes 19 outputs, for 13 (68%) of which at least one result has been achieved.

There are:

- § 39 new and 32 rehabilitated schools,
- § six new and 12 rehabilitated kindergartens,
- § eight new nurseries, and five schools with integrated kindergartens.
- § All public schools are equipped with fire prevention measures and surveillance cameras.
- § A needs assessment has been undertaken for school access by PwD in rural areas, 99 schools have accessibility infrastructure for PwD, and
- § a needs assessment has been undertaken for all other schools in Tirana's Administrative Units.
- § A total of 139 schools in urban Tirana are serving as community centres, employing 270 people, and
- § community centres are established in five rural areas of Tirana.
- § A masterplan has been developed and a feasibility study will redesign the areas for student accommodation units to include a multifunctional centre, including a hotel.
- § An electronic system for student registration has been implemented,
- § nine new student accommodation blocks are constructed,
- § four buildings rehabilitated in the faculties of Medicine and Engineering, and
- § seven other residence buildings have been reconstructed.
- § A feasibility study will redesign the area for student accommodation units to include a multifunctional centre, including a hotel, while four buildings, including accommodation and cafeteria, have been rehabilitated.

Goal 3, Stable economic development, includes 48 outputs, for 32 (67%) of which at least one result has been achieved.

- § 67% fewer citizens are seeking assistance in-person at city hall,
- § while five times as many citizens contact the municipality online than in 2017.
- § Online access for tax payment information and proof has been available since 2018.
- § The number of online complaints, requests and settlements has risen ten-fold.
- § Interactions between the municipality and QKB, e-Albania, Financial Union, AK-Invest, Easy-Pay, DPT, UKT, Post Office, and
- two banks can now be made online.
- § The municipal police and the Agency for Consumer Rights and Territorial Protection Inspectorate are in regular contact with the municipality.
- § Since 2022, when competences passed to

- | | | |
|--|---|---|
| <p>a central government agency, all AUs have a functional register of farmers.</p> <p>§ Nearly 1,200 land use acts were registered with the municipality between 2018 and 2021.</p> <p>§ The municipality installed a GIS platform that registered 608 municipal assets.</p> <p>§ There has been a steady increase in the size of irrigated agricultural land.</p> <p>§ There are nine functional daily markets and two mobile markets registered, an aggregator is functional and used by 300 farmers, merchants and businesses.</p> <p>§ An assessment of citizens needs for markets has been completed,</p> <p>§ three new public markets established,</p> <p>§ >200 ambulatory merchants registered, while</p> <p>§ 280 businesses have been supported by finance schemes,</p> <p>§ supporting 350 self-employed and employees,</p> <p>§ 30 new and three updated lending &</p> | <p>financing opportunity packages have been developed, and</p> <p>§ free consultancy service provided for 1,300 farmers in 13 rural AUs, while</p> <p>§ more than ten taxes and tariffs have been reduced for social businesses and start-ups, benefitting thousands of businesses.</p> <p>§ TEDA status has been attained,</p> <p>§ a study undertaken for installing an electrical market,</p> <p>§ an Artisan pottery enterprise has been set up in Farka, and</p> <p>§ 295 potential entrepreneurs trained.</p> <p>§ A range of technical hubs has been set up (Growth hub, Digital Tirana, Tirana Innovative 10, Bibliotech Talks), and 30 start-ups supported and</p> <p>§ more than 2,000 young people engaged in the ICT Pyramid centre, which employs 34 people.</p> <p>§ More than 200km of cycling and walking paths have been installed,</p> <p>§ nearly 100 guide signs,</p> | <p>§ 20 maps and</p> <p>§ six information signs have been installed.</p> <p>§ Branding of Tirana is under way and</p> <p>§ 13 international activities are held each year.</p> <p>§ A City tax register has been functional since 2018, and</p> <p>§ 874 individuals have been trained and capacities enhanced in specific business areas.</p> <p>§ Some 1,638 students have benefited from the cooperation programmes with universities and</p> <p>§ 3,423 individuals employed through mediation of the municipality.</p> <p>§ A platform for economic development has been approved,</p> <p>§ eight forestry expansion plans developed,</p> <p>§ five local fairs held,</p> <p>§ 1,500 farmers are branding local produce and</p> <p>§ 83 businesses use environmental technologies.</p> |
|--|---|---|

Goal 4, Tirana for all, includes 34 outputs, for 19 (56%) of which at least one result has been achieved.

There are:

- | | | |
|--|---|---|
| § 53.7km of dedicated cycle lanes, | § 25 new suburban public transport bus routes, | § 210 waste containers with bottom sensors to monitor overloading, |
| § 233 new cycle parking spots, and | § 25 electric buses, which are used by 73% of all bus passengers, | § 12 underground waste containers, |
| § 40 cycling awareness campaigns have been held. | § 10.1 km of dedicated bus lanes, | § while there is near universal water supply and sewerage coverage, |
| § There are 8,858 parking spaces for residents, | § real-time GPS tracking of buses relayed to citizens. | § the water treatment plant is fully functional. |
| § 3,886 extra parking places, | § Meanwhile 83 residential apartment blocks have playgrounds, | § No-income water has fallen, |
| § 75,879m2 of parking space available, | § 69 residential apartment blocks have been rehabilitated and | § 86 awareness campaigns have been held, and |
| § eight main car parks, | § 113 projects co-financed with the community. | § nearly all recipients pay for the service. |
| § parking payment collectors are now parking controllers, and payment methods digitalized. | § There are 1,618 additional waste containers, | § There are now 126 mural graves, freeing up space with expansion of the public cemeteries under way. |
| § There are seven public buildings with 'green roofs' and 39 requalified facades, | | |

Goal 5, Strengthening good governance includes ten outputs, for eight (80%) of which at least one result has been achieved.

- | | | |
|---|--|--|
| § Citizens using the Tirana Ime app and the portal opendata.tirana.al ; | § a study undertaken on reducing municipal operating expenses; | § e-Learning and e-Library platform installed, and |
| § more than 30% of business checked in an effort to increase municipal revenues and | § e-System for staff performance evaluation, | § digital project management system installed. |

4.8 Funding of the Strategy 2018–2022

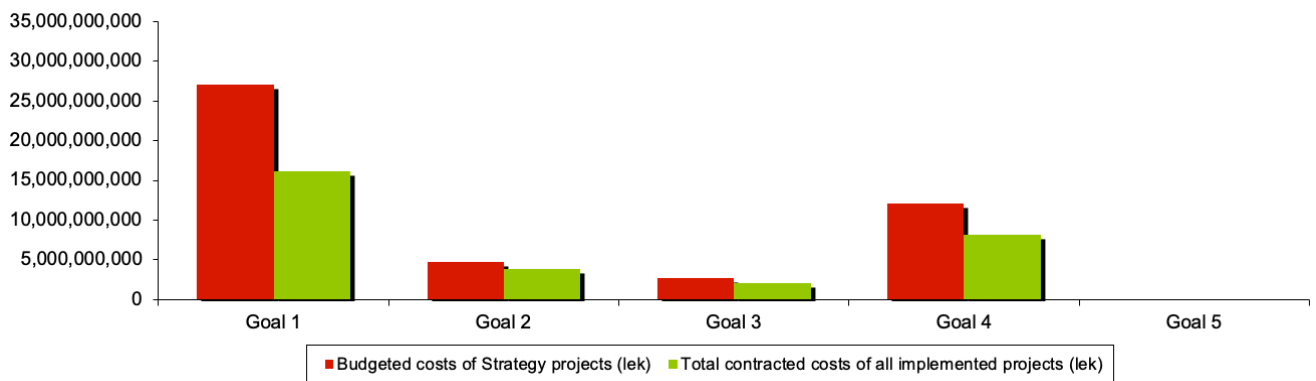
Overall, implementation of the Strategy 2018–2022 has been funded by the Tirana Municipality budget, with some parts co-funded by various donors, particularly following the earthquakes of 2019.

The amounts of funding from the Municipality and the various donors are reported in the matrix and are properly accounted for.

Identification of the funding for individuals projects in the Strategy is complicated. Some projects are funded by multiple sources, some are funded as part of funding for several projects, some with the funding split across several budget years, and some as part of the operational costs of the municipality. Thus there are several layers of overlapping information concerning implementation of the Strategy projects.

Meanwhile, reporting may be undertaken by the donors and the expenditures are not readily available. Nevertheless, some of the data are available and have been provided by the municipality and are entered into the funding matrix (Annex IV).

Figure 10. Budgeted and contracted costs of all implemented projects, by Goal



For the data that have been reported, some 65 percent of the budgeted estimated costs have been contracted, a figure that aligns very closely with the overall figure for project implementation of 66 percent.

The total estimated budget for implementation of these Strategy projects is nearly Lek 47 billion (EUR 413 million). This amount probably represents a considerable proportion of the overall budget for the Strategy, and would of course increase should more financial data become available.

Data are provided for some 39 projects. Although this does not include all of the projects that are included in the Strategy, the municipality reports that these projects represent a considerable proportion in terms of the budget (typically they are large budget infrastructure actions). Meanwhile, some 20 projects have been funded as part of the operational costs of the municipality. Thus financial data are reported here for nearly half of the projects, which is a good representative sample, and gives an indication of the overall budget.

When the Strategy 2023–2027 is drafted, it would be very useful to include in the document for each budget line a cell identifying to where the respective funds are destined, i.e. at the project, or at least programme level.

Unsurprisingly, most of the funding has gone towards Goal 1: Polycentric Tirana (Lek 27.1 billion budgeted, with 60% contracted; see Figure 10), followed by Goal 4: Tirana for all (Lek 12.1 billion budgeted, with 68% contracted), Goal 2: Education for all (Lek 4.7 billion budgeted, with 81% contracted), and Goal 3: Stable economic development (Lek 2.7 billion budgeted, with 77% contracted). Goal 5: Strengthening good governance has been implemented (where data are available) by municipal own operating expenses.

4.9 Analysis of questionnaires on implementation of Strategy 2018–2022

To assess the setting and context, the communication and the approach taken by Tirana Municipality for facilitation of its Strategy and AP 2018–2022 a questionnaire was designed and delivered to municipal leaders and staff. Their opinions and experience would help identify perceptions of the relevance and implementation of the Strategy and reasons why perhaps it might not have been implemented as expected and thus assist in the design and implementation, and future M&E, of the Strategy and AP 2023–2027. The questionnaire is presented in Annex II.

The questionnaire was distributed to 50 leaders and members of staff of the municipality. Of these, 25 (50%) responded, with the completed questionnaires sent to FLAG by email for analysis. The respondents included a deputy mayor, general directors, directorate directors, heads of sectors, and specialists. Three-quarters (76%) of respondents were female. Four (16%) of the respondents had been in their current position for less than a year, 12 (46%) for between one and five years, and nine (36%) for more than five years, with an average of 3.5 years.

4.9.1 Perceptions of Strategy and AP 2018–2022

4.9.1.1 General (Q1–8)

Nearly all respondents (88%) had been involved in the development of the Strategy 2018–2022, almost as many (80%) in the development of the action plan. Almost all (96%) thought the strategy, and nearly as many (84%) thought the Action Plan, realistic. Nearly all (84%) were satisfied with the level of implementation (with the rest unsure), and nearly all that the leadership had provided updates to the staff on the implementation. Nearly three-quarters (72%) thought the municipality had informed the citizens on the status of implementation of the Strategy, and most (84%) that the Strategy had made the municipality accountable to its citizens.

4.9.1.2 External factors (Q9&10)

More than half (52%) of respondents thought the earthquakes of 2019 had impacted the implementation of the Strategy, with one-quarter (24%) thinking the earthquakes had not had such an effect, while one-fifth (20%) were unsure. Ways in which Strategy implementation had been impacted (36% of respondents gave examples) included postponement of some of the projects as funds and resources had to be redirected to the emergency and reconstruction efforts, with impacts on the budget and budgeting process. Meanwhile, trainings were provided in emergency response, strengthening capacities in this area.

Although one-quarter (24%) thought the Covid-19 pandemic had not impacted implementation of the Strategy, nearly three-quarters (72%; more than for the earthquakes) thought the pandemic had had an effect, with only one person unsure. Again, there were both negative and positive effects of the pandemic, with the work of the municipality slowing due to the lockdown, but in some aspects being more efficient as the public space was freed up to facilitate work. Fewer students were taken on to undertake internships in the municipality, and many meetings were held online. One perceptive comment was that infrastructure projects were impacted positively, while the softer projects, including trainings for example, were impacted negatively. Meanwhile, tax breaks applied to businesses impacted municipal revenues, while the municipality could provide only basic services. Municipal Council meetings continued, but online. Several of the mayor's orders were undertaken through online meetings, while support continued for the most at-risk groups, the older citizens, mothers with young children and workers with health problems.

4.9.1.3 Institutional, organizational and HR capacities (Q11–21)

Three-quarters (72%) of respondents thought the leadership was responsive to the needs for implementation and M&E of the Strategy, two-thirds (68%) that the municipality had approved procedures for M&E, half (52%) that it had established a system and resources for M&E, and half

(56%) that staff job descriptions specified responsibilities for implementation and M&E of the Strategy, with fewer than half thinking it had not established such a system or job descriptions.

Nearly all (84%) respondents thought that municipal staff possessed the technical capacities to support implementation and M&E of the Strategy and AP, with four individuals (16%) unsure. Slightly more than half (56%) were unsure whether the municipality had implemented projects outside of the AP, though nearly half (44%) thought it had done so, and the same number that the support of donors had been in line with the Strategy and AP. One-third of respondents had been involved in Tirana Municipality's efforts to lobby donors for funding of the Strategy and AP. More than half (56%) of respondents thought that the Council had approved a template for annual financial and progress reporting on the Strategy.

With regard to barriers to implementation of the Strategy and AP (Table 3, with factors ranked in decreasing order of perceived impact on Strategy implementation), the Covid pandemic and the earthquakes of 2019 featured strongly (72% and 48%, respectively), with only up to 20% ("difficulty in data collection") thinking that the other factors listed had impeded the implementation. Notably, however, up to 80% ("funding") either did not know or did not answer the question with regard to these factors, indicating a high level of doubt.

Table 3. Perceptions of municipal leaders and staff of factors that might impact Strategy implementation

Factor impacting Strategy implementation	Perceptions of respondents (%)		
	yes	no	dnk or dna*
Covid-19 pandemic	72	0	28
earthquakes	48	0	52
difficulty in data collection	20	12	68
insufficient funds	16	4	80
lack of staff motivation for M&E	12	24	64
insufficient M&E know-how	12	16	72
absence of culture of strategic management	12	16	72
insufficient staff	12	12	76
lack of systematic data collection	8	16	72
poor promotion of Strategy and AP	8	20	72
lack of effective M&E system	8	20	72
lack of ownership of Strategy and AP	0	28	72
irrelevant strategy performance indicators	0	24	76

*, dnk, did not know; dna, did not answer

More than half of respondents had been trained in Strategic leadership and management and in Risk and change management (56% each), half (52%) in Communication and public outreach, almost half (48%) in Performance management and M&E, and one-third (36%) in Stakeholder relations.

4.9.1.4 Communication with citizens and outreach (Q22–26)

More than half (56%) of respondents thought the Strategy had been promoted among most of the citizens of the municipality, with fewer (36%, with 64% unsure) thinking it had been promoted among donors and NGOs. Nearly half (40%) thought the municipality would communicate daily with its citizens with regard to Strategy implementation, one-third (32%) quarterly, and one-sixth (16%) annually. Some half (48%) of respondents thought the results of the Strategy had been communicated with the citizens, with the rest unsure whether this had happened.

Half of the respondents expressed their expectations from the present assessment of implementation of the Strategy: some expected it to show that about 80% of the Strategy had been implemented, with major achievements noted with regard to infrastructure installation (schools, for tourism, student life, sports) and a positive impact on the life of the citizens; that the earthquakes and the pandemic had impacted the implementation greatly; that the assessment would increase the level of transparency between the municipality and its citizens; it would specify the level of implementation of the objectives, the difficulties encountered, and a lay out a clear set of recommendations for consideration in the development of the Strategy 2023–2027, with optimization of the HR in the work of Tirana Municipality, and a hope for reconstruction of its museums.

4.9.2 Analysis of citizen surveys carried out by the municipality

To enable comparison between the situation in Tirana Municipality in 2017 and in 2022 (respectively, just prior to implementation of the Strategy 2017–2022 and just after the end of its validity) requires baseline data from those two years.

One good source of such information are surveys carried out among citizens as these can provide valuable information on perceived progress made towards achievement of Strategy goals and objectives.

Moreover, information from the most recent surveys can be compared with the assessment of implementation of the Strategy based upon data and interviews and questionnaires implemented with the municipal staff and leaders. Surveys have been carried out with the citizens of Tirana Municipality over the past several years, and are available online at tirana.al. The consultant analysed the results of these surveys from the perspective of the current assessment, the report from which follows below.

The surveys that were analysed were based on questionnaires each filled in by several hundred citizens that were relevant to the assessment of the goals and objectives of the Strategy. They include surveys on the perceptions of citizens on the following: Aquapark (September 2022), Budget 2023 (December 2022), Bus service (May 2019), Community fund (March 2023), Cycling (May 2022),

Nurseries and Kindergartens (March 2022), Online portal (July 2021), School reconstruction (Sami Frasheri; September 2022), Tirana greening (January 2023), Tirana: Youth Capital 2022, Waste management and cleaning (July 2021), Work of the municipality (August 2020; March 2021), and City Zoo (August 2022).

4.9.2.1 Budget

(December 2022; 703 respondents: 49%, female; 51%, male)

The survey on the Draft Budget is an annual survey and takes place in the last three months of each year, during the drafting and consultation phase of the draft budget for the following year. Through highlighting the satisfaction of public opinions on the work undertaken by municipal leaders, the realization of objectives or strategies over the previous year, the survey results contributed to guiding the process of priority planning and decision making during the budget preparation. The survey included 703 inhabitants of the capital, and was conducted face-to-face, by telephone or with interviews with citizens participating in public meetings in the various municipal AUs. The following scores (0–10) were awarded by citizens for the achievement of strategic objectives as follows: Education for all, 8.3; Reconstruction, 8; Tirana for all, 7.6; Good governance, 7.4; Improvement of urban infrastructure, 7.1; Development of green economy, 7.1; Economic recovery, 7.1. These scores align well with the level of implementation of the projects and actions.

Of particular relevance to the development of the Strategy 2023–2027 are the citizens opinions on the areas for focus for 2023: Urban infrastructure, 8.3; Educational infrastructure, 8.1; Drinking water supply network, 7.9; Public transport, 7.9; Economic development, 7.9; Social services, 7.9; Public safety, 7.5; Urban waste management, 7.4; city cleaning, 7.4; Environmental protection, 7.3; City promotion 6.4.

4.9.2.2 Work of the municipality

(August 2020; 594 respondents: 61%, female; 39%, male)

Citizens provided their opinions on the services offered at the counters with regard to transparency, municipal activities and social services; nurseries, kindergartens, schools, road, public lighting, water supply service infrastructure; traffic, mobility, public parking, urban transport; urban WM and cleaning; recreation, playgrounds, initiatives for co-ownership of facilities; food markets and promotion of city at fairs, parties; post-earthquake reconstruction and Covid-19 situation management; protecting the territory, freeing up spaces and ensuring public peace (Table 4).

Table 4. Perceptions of citizens on the quality of services provided by the municipality, ranked by percentage good and very good

Area	Average	Good	Very good	Good or v. good
promotion of the city	7	26	61	87
public lighting	15	53	30	83
management of Covid situation	17	52	21	73
recreation and play areas	20	33	39	72
pre-educational and educational infrastructure	19	39	32	71
reconstruction programme	11	52	18	70
information and transparency	27	31	32	63
investments in infrastructure	32	31	29	60
food markets	30	41	19	60
freedom and public calm	32	41	15	56
water supply	30	36	17	53
territorial protection	34	37	16	53
public parking	26	28	22	50
social services	27	32	18	50
urban transport	17	21	28	49
joint ownership	17	28	18	46
cleaning of public spaces	41	32	14	46
traffic and mobility	35	29	14	43
waste management	43	31	12	43

4.9.2.3 Work of the municipality

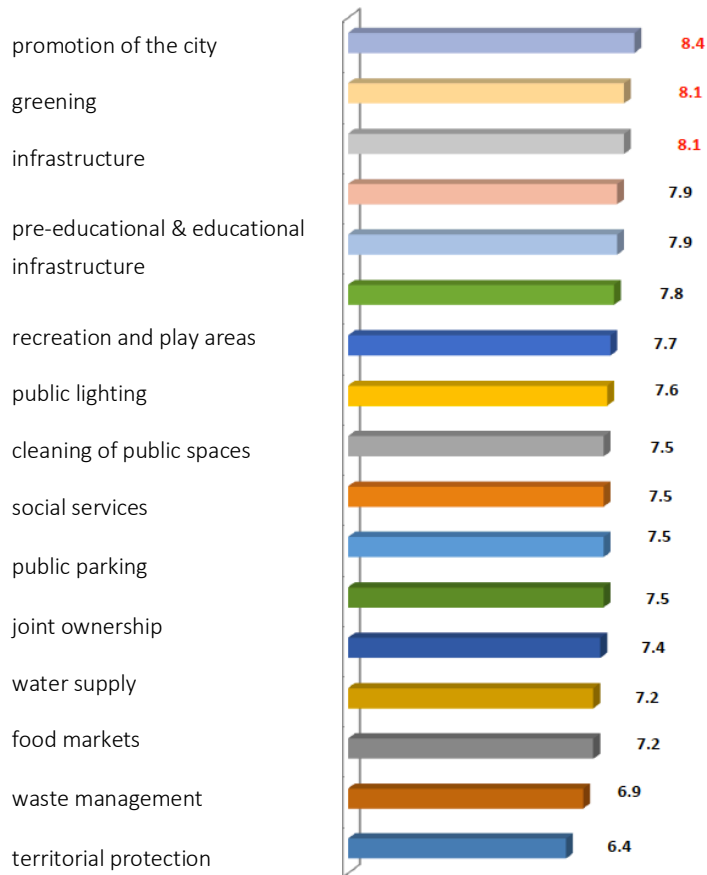
(March 2021; 895 respondents: 43% female, 57% male)

This survey had a slightly different focus from the one of August 2020, though some limited comparisons can be made. It assessed the activity and works performed during 2020, management of the situation following 2019 earthquakes and reconstruction programmes, and of the Covid-19 pandemic (Table 5), and in a number of each fields of activity, projects and initiatives (Figure 11).

Table 5. Perceptions of citizens on the municipality’s management of the post-earthquake situation and the Covid pandemic, and in general (%)

Area	Average	Good	Very good	Good or v. good
earthquake	18	38	29	67
Covid	20	37	29	68
	score 8	score 9	score 10	score >5
municipality in general	32	19	13	91

Figure 11. Perceptions of citizens on quality of services provided (score 1–10)



4.9.2.4 Waste management and cleaning

(July 2021; 700 respondents: 56%, female; 44%, male)

This survey aims to obtain citizens' opinions on the level of cleanliness of the city; the public space cleaning service; urban waste management; waste collection and removal service; willingness to use the waste containers for regular removal by the municipality; penalties for improper waste disposal.

More than half (55%) awarded a score of score of 8–10 for the waste management while for the level of cleaning, 15% of citizens thought it average, 42%, good and 28%, very good (i.e. 70% thought it good or very good).

4.9.2.5 Community fund

(March 2023; 803 respondents: 45%, female; 55%, male)

More than half (54%) of those surveyed know something of the Fund (21% knew of it and 33%, partly). Nearly all (> 90%) evaluated the programme positively (33%, very good). Nearly all (89%) thought there would be an impact (36%, a lot; 21%, sufficient; 32%, some impact) thought that the financing of 100% of the investment by the municipality for families with heads of households in receipt of

economic assistance, PwD and pensioners would increase the number of applications and the success of the programme. Most (70%) thought that their building needed improved thermal isolation, and more than half (58%), hydro-thermal isolation of the terrace. However, most (82%) lived in buildings where interventions had not been carried out. Most (63%) expressed interest in applying for the programme. Most (79%) of those living in buildings where interventions had been carried out thought their property was better protected against atmospheric agents, 75% that the value of the property has increased, 67% that noises had been reduced, 57% that the appearance has improved, and 27% it is more energy efficient.

4.9.2.6 Tirana greening

(January 2023; 840 respondents: 48%, female; 52%, male)

Assessment undertaken in 11 urban AUs and three rural neighbourhoods of Tirana. Most (72%) consider urban Tirana somewhat (32%) green, green enough (28%) or very green (12%). More than half (58%) think residential blocks are green at least to some extent. More than half, that they are somewhat (27%), enough (21%) or very (10%) accessible. The most sought after improvement is more planting of trees (44%). Nearly two-thirds (63%) visit green spaces at least several times a month (27%), several times a week (24%) or every day (12%). Half of respondent frequent green spaces for physical activity, 40% to play with their children, 32% to relax. More than half (54%) though that the green spaces were in good condition (3%), or very good condition (17%).

4.9.2.7 Bus service

(May 2019; 50% male, 50% female)

Assessment of quality of 16 different bus lines was undertaken with scores ranging from 5.83–8.18 out of 10. Although some thought some of the bus lines could be run more frequently, more than half found them comfortable, though they could have a more efficient air conditioning and be more accessible. There was good support (>50%) for establishment of an electric bus service (which is now in place).

4.9.2.8 School reconstruction

(Sami Frasheri; September 2022; 300 respondents: 60%, female; 40%, male)

Most school children surveyed thought that following the reconstruction the following had very good standards: classrooms (85%), security (80%), air quality (76%), lighting (75%), accessibility for PwD (71%), toilets (69%), and gym (65%). Nearly all students (98%) thought the use of schools as community centres was very good, good, or somewhat good, though the school would no longer be

used for lessons outside of normal hours, while 63% thought this would encourage schoolchildren to join school clubs

4.9.2.9 Zoo

(August 2022; 400 visitors: 55%, female; 45%, male)

Nearly three-quarters (71%) found the Zoo pleasant or very pleasant, while 68% had visited it for fun and entertainment with children; 64% were attracted to new animals: tiger, lion, llama; 45% thought that it ought to be greener; 69% appreciated the space for rest, fun and picnics; 74% enjoyed the garden infrastructure; 49% assessed the animal welfare and safety as good; 60% thought the entrance fee affordable; 71% thought that the zoo had improved or improved a lot.

4.9.2.10 Cycling

(May 2022; 361 cyclists: 27%, female; 73%, male)

Given a choice of selecting their reason for cycling, one-third (33%) of cyclists regard this to be the most economical means of getting around, almost as many (28%) that it is the quickest means of transport (within the city), and one-fifth (21%) that it is environmentally friendly. Among the respondents, 56% are experienced users, and 45% use the bike daily for recreation and entertainment. Most (86%) want more parking spaces for bicycles, and 35% think there should be parking places near their place of residence. The average time to reach their place of work or school is about 15 minutes.

4.9.2.11 Nurseries and Kindergartens

(March 2022; 720 parents & carers: 64%, female; 36%, male)

The survey evaluated perceptions on the current situation in nurseries and kindergartens, the quality of the educational staff, levels of cooperation between parents and educational staff, how the service and infrastructure have changed, and suggestions for improving the service. Very good scores were recorded for the following: observance of hours (9.1 out of 10), hygiene, heating and cooling (8.9), entertainment & recreational facilities (8.8), food & accommodation (8.7), no. children per group (7.7). The suggestions included improving hygiene, education, security, the food should be reviewed, in particular the breakfasts, the number of staff should be increased given the large number of children per group, parents should be allowed access to see the infrastructure and conditions, staff should be more transparent and informative, and receive more training, and there should be more teaching materials.

4.9.2.12 Tirana: Youth Capital 2022

(January 2022; 551 respondents: 58%, female; 42%, male; 73%, 15–20 years)

49% of respondents said that in 2022 more investments are needed in public (urban) transport. Other issues mentioned included: parking (46%); road infrastructure (41%); public schools (39%); cleaning and waste removal (39%); public gardens (38%); recreational spaces and flower gardens (38%); public nurseries (36%); sewage system (35%); water pipes and water supply (34%).

4.9.2.13 Aquapark

(September 2022; 300 users: 49%, female; 51%, male)

Nearly all (90%) users described the experience as positive (50% pleasant; 41%, very pleasant).

The family swimming pools are the facility most used by respondents (48%). More than half (55%) chose Aquapark as it can be accessed quickly, nearly all that they visit the complex at least several times a month, 70% that they visit it with friends, family and relatives. The administration was rated good by 75% of respondents, lifeguards by 74%, the pools by 81%, the general infrastructure by 84%, spaces for relaxation by 90%. The ticket price is considered affordable by 61% of respondents, 67% would recommend Aquapark to others, and 70% valued the free entry for children up to 12 years and persons with disability. In contrast warning signs were scored as good by only 25% of respondents and the toilets as good by 26%.

5 Main findings and recommendations

5.1 Main findings

The present evaluation comprised objective analysis of the framework of Tirana Municipality's Strategy 2018–2022 – its vision, goals and objectives – and quantitative analysis of the status of implementation of the projects and programmes, with review of the outputs from the implementation assessed both quantitatively – through analysis of project implementation – and from discussions and interviews held with municipal staff, and the perceptions of citizens gained from surveys held with the communities over the previous five years.

5.1.1 Strategy design (framework)

In general, the logic framework of the Strategy 2018–2022 was well designed. The vision provided a clear and reasonable picture of Tirana's future, and a number of events took place over the period of validity of the Strategy that fitted that description of the city as *a best integrated centre in the European economic and infrastructure system, a more competitive intermodal node in the Balkan space aimed at equality in access, infrastructure, economy and knowledge*.

The five goals, or pillars of the Strategy, were well designed, targeting polycentric development of the city, education for all, sustainable socio-economic development, provision of quality services in an accessible and inclusive environment, and good, accountable and transparent governance.

The objectives, however, were not fully SMART. None included information that specified the timeliness of the objective, nor how it might be measured. Moreover some were penned more as programmes rather than objectives, and simply grouped projects under an umbrella statement.

Moreover, some of the projects were also more like programmes, requiring several large and complex actions to be implemented. Given that some of the objectives and many of the projects were programmes, the comprising 2:1 ratio of programmes to objectives could have been much larger. Indeed, Goal 1 contained no programmes.

The final point with regard to the strategic framework is that the indicators comprised also projects (i.e., actions to undertaken) and targets (values to be achieved), as well as indicators (quantities that are measurable).

5.2 Strategy implementation, outcomes and outputs

Tirana Municipality's Strategy 2018–2022 includes 135 projects spread across five goals, 22 objectives and 47 programmes. Developed from scratch, it comprises a set of programmes, projects, targets and indicators.

In general, the strategy was well implemented. At the end of 2022, 89 actions (66%) are reported as implemented, 45 (33%) as under way, and only one (1%) as not started. Thus, nearly all (134; 99%) of the Strategy projects have been either implemented or are under way. The sole project that has not been carried out (Implementation of agreements with subscribing families for debt payments) is part of Strategic Goal 4.

In addition to those listed in the Strategy, many projects have been implemented as a consequence of the earthquakes of 2019 and the subsequent large donor support provided for reconstruction and rehabilitation.

The Strategy includes five goals, and the number of projects (7–43) and level of their implementation (47–86%) within those goals varies considerably, with one-third of projects (33%) still under way, though only one has yet to start.

Tirana for all (services) has most projects implemented (31), followed by Guarantee of stable economic development (23), Polycentric Tirana (urban revitalization; 16), Education for all (13), and Good governance (6). The average proportion of projects implemented is 66 percent, led by Good governance (86%), followed by Economic development (72%) and Services (72%), Education (68%) and Urban revitalization (47%), perhaps the most difficult to implement given the large infrastructure investments required.

Polycentric Tirana: Redevelopment of the centre of Kinostudio has progressed well, with most of the projects implemented, while Kombinat, the area around the northern boulevard, Lapraka and Farka and the Student city need more focus and effort in the new Strategy to be completed and bring an improved quality of infrastructure and quality of life to the citizens of those areas. Nevertheless, between one-third and one-half of the other projects have been implemented, with the rest under way.

Education for all: This goal has progressed really well. The educational infrastructure and quality of the conditions for teaching have improved considerably since 2018, with many new schools constructed and many existing ones reconstructed. There is also much more accessibility and inclusion of children from minority groups and the disabled into the primary and secondary education facilities, which are

now also more secure with fire prevention measures and surveillance cameras installed. Many schools, including in rural areas, are now functioning as community centres. Meanwhile, the student residences are being improved and the work is progressing well.

Stable economic development: This goal has progressed really well. e-Services, a one-stop shop, essential equipment and the integration of national and local databases have all helped improve the quality of services provided to businesses, while an aggregator and the recently created daily markets have helped both farmers and citizens alike. Financial support and fiscal incentives are being provided for businesses, including social businesses and start-ups, and there is increased competitiveness and absorption of foreign investments. A TEDA is up and running, as are business incubators, while branding of the capital city is progressing, with business clusters, an artisanal and an ICT centre being installed, and the Pyramid is now an innovation and technology centre. Focus on making Tirana a healthier place in which to live has led to more than 300 km of cycling and walking routes being created within the city, enabling citizens to commute to work more easily and helping reduce the traffic congestion.

Tirana for all: This goal has progressed really well. In line with improved and healthier movement of citizens around the city, there are many dedicated bicycle lanes in Tirana, with more secure parking places available. Car parking in the city is more systematized than previously, and public transport has been enhanced with new bus routes and the use of electric buses. Quality of life of citizens in some areas is markedly improved, with improvement of apartment blocks and installation of play areas, and generally across the city, with an improved waste collection and management system, investments made in the drinking water supply and the sewerage system and improvements made to the public cemeteries. Meanwhile, many residential buildings and their surrounds are now much greener, while work to develop the Orbital Forest and install biodiversity bridges linking them to Farka Lake is under way.

Strengthening good governance: Tirana City Hall is now more accessible than previously through citizens' use of the Tirana Ime app and the large amount of information provided online at opendata.tirana.al. Revenues for the municipality have increased and administrative expenses reduced, while municipal staff are being regularly trained through a new system, digital systems have been installed for performance evaluation, and staff are able to access the online library and e-Learning platform.

Fourteen of the 22 objectives are well achieved (G1:O2, G2:O1, G2:O2, G3:O1, G3:O2, G3:O3, G4:O1, G4:O2, G4:O4, G4:O5, G4:O6, G5:O1, G5:O2 and G5:O3) and eight, partially achieved (G1:O1, G1:O3, G1:O4, G1:O5, G2:O3, G4:O3, G4:O7 and G4:O8).

Assessment of the implementation of the actions (either projects specified as such or which are implicit in the other levels of the framework) finds that 131 of 186 actions (70%) are reported as implemented, 53 (28%) are reported as under way, and three (2%) as not implemented. Thus, nearly all (183; 98%) of the Strategy actions have been either implemented or are under way.

There are slight differences between the analysis of implementation of the projects and that of the actions. Guarantee of stable economic development has most actions implemented (42), followed by Tirana for all (33), Polycentric Tirana (urban revitalization; 32), Education for all (17), and Good governance (6). The average proportion of actions implemented is 70 percent, led by Good governance (86%), followed by Economic development (76%) and Services (73%), Education (71%) and Urban revitalization (58%).

Analysis of the Outputs from the Strategy shows that for all six outputs of Goal 1, all (100%) have achieved at least one result. Meanwhile, Goal 2 includes 19 outputs, for 13 (68%) of which at least one result has been achieved, Goal 3 includes 48 outputs, for 32 (67%) of which at least one result has been achieved, Goal 4 includes 34 outputs, for 19 (56%) of which at least one result has been achieved, and Goal 5 includes ten outputs, for eight (80%) of which at least one result has been achieved.

Overall, implementation of the Strategy 2018–2022 has been funded by the Tirana Municipality budget, with some parts co-funded by various donors, particularly following the earthquakes of 2019. Data are provided for some 39 projects. Although this does not include all of the projects included in the Strategy, this represents a considerable proportion in terms of cost as many are large budget infrastructure projects. Meanwhile, some 20 projects have been funded as part of the operational costs of the municipality. Thus financial data are reported here for nearly half of the projects.

Some 65 percent of the budgeted estimated costs have been contracted. The total estimated budget for implementation of these Strategy projects is nearly Lek 47 billion (EUR 413 million), representing a considerable proportion of the overall budget for the Strategy.

5.3 Interpretation of the setting, implementation and M&E of the Strategy

FLAG assessed the setting and context, the communication and the approach taken by Tirana Municipality for facilitation of its Strategy and AP 2018–2022. Twenty-five leaders and members of staff of the municipality filled-in the questionnaire, including a deputy mayor, general directors, directorate directors, heads of sectors, and specialists. Three-quarters of respondents were female. Nearly all respondents had been involved in the development of the Strategy, and almost all thought both it and the Action Plan were realistic. Nearly all were satisfied with the level of implementation and that the leadership had provided updates to the staff on the implementation. Nearly three-quarters of respondents thought the municipality had informed the citizens on the status of

implementation of the Strategy, and nearly all that the Strategy had made the municipality accountable to its citizens. Most thought the earthquakes had impacted implementation of the Strategy, including postponement of some of the projects and impacting the budgeting. However, the trainings provided in emergency response strengthened staff capacities. Obviously, the Covid-19 pandemic impacted Strategy implementation, though not always negatively, with public space freed up to facilitate some work. Most thought the leadership was responsive to the needs for implementation and M&E of the Strategy, that the municipality had approved procedures and established a system and resources for M&E, that staff job descriptions specified responsibilities for such implementation and M&E, that the Council had approved a template for annual financial and progress reporting on the Strategy, and that it had been promoted in the community, though fewer that it had been promoted among donors and NGOs. Major achievements noted among leadership and staff included infrastructure installation with a positive impact on life in the city, that the present assessment would increase the level of transparency between the municipality and the citizens and present a clear set of recommendations for consideration in the development of the Strategy 2023–2027, optimizing the work of the municipality.

5.4 Perceptions of citizens on impact of Strategy

The scores from the citizens surveys all score very well and align with the level of implementation of the Strategy projects reported by the municipality. The surveys were conducted among relatively large numbers of citizens selected at random from the population, with gender balance.

Assessment of the following areas were all scored highly by the citizens: Education, Reconstruction following the earthquakes, Services, Good governance, Urban infrastructure, Development of a green economy, and Economic recovery following Covid. The following areas were all rated as good or very good by at least half of the community: promotion of the city, street lighting, management of the pandemic, recreation and play areas, pre-educational and educational infrastructure, earthquake reconstruction programme, information and transparency, investments in infrastructure, food markets, freedom and public calm, water supply, territorial protection, public parking, social services. In general, urban transport, joint ownership, cleaning of public spaces, traffic and mobility, and waste management were scored less highly by the citizens.

However, in a survey specific to waste management and street cleaning, 70% of citizens thought street cleaning to be good or very good, and more than half scored waste management as very good.

Very good scores were also recorded for the use of the Community Fund, Tirana greening (with the large tree-planting activities of the municipality appreciated and citizens using green spaces regularly), public transport (although some citizens thought some bus lines could be run more frequently, more than half found them comfortable), school reconstruction, the zoological gardens, the Aquapark, the

focus on cycling, particularly for journeys of less than 5 km, nurseries and kindergartens, and the role of Tirana as Youth Capital of Europe, 2022.

5.5 Recommendations

Citizens report the following areas as priorities for inclusion in the Strategy 2023–2027: Urban infrastructure, Educational infrastructure, Drinking water supply network, Public transport, Economic development, Social services, Public safety, Urban waste management, City cleaning, Environmental protection, and Promotion of the city.

Care needs to be taken with the design of the logic framework of the Tirana Municipality Strategy 2023–2027: it needs to be better structured and formulated than the Strategy 2018–2022, with the Strategy framework better balanced, with more programmes, and the use of SMART objectives, while the indicators must comprise exactly that, with clear separation of targets and included alongside relevant, carefully termed projects.

Each project in the Strategy 2023–2027 must be costed and budgeted as accurately as possible, with annual reporting made to Municipal Council of the projects implemented in the previous year.

The Municipality needs to ensure that the Strategy is promoted among donors and NGOs, and promoted more widely and regularly in the media among the citizens.

Regular reporting of implementation of the Strategy needs to be undertaken throughout its duration.

6 Annexes

6.1 Annex I. Output results

Results - Outputs

Goal 1 Polycentric Tirane	2018–2022
i, urban innovation, reconceptualization of the structure of the sustainable development of the city	All 4 detailed local plans have been developed 17km-long new boulevard 12.3km cycle lanes
ii, 5 attractive areas for citizens and tourists, due to their characteristics and identities	4 revitalized squares; 1 pedestrian street 2 public buildings renovated 1 recreational park revitalization of River Tirana (park and lido)
iii, improved infrastructure and more public services	20 new schools, 20 reconstructed 5 new kindergartens, 14 reconstructed 2 new nurseries, 7 reconstructed 2 new residency blocks 8 new student residences 4 new roads, 13 reconstructed roads, 38 partially reconstructed, 55 asphalted, 2 partially 1 new bridge 127 road signs, 78 street lighting feasibility study completed for N-S public transport connection
iv, increasing the number of businesses and employees	development trust approved draft project prepared for artisanal centre TID Kinostudio in process of providing support to businesses
v, more active community life	1 community social centre; 4 schools as community centres; 1 child-focused centre 4 libraries 1 theatre 40 playgrounds 4 sports fields 2 sports parks 1 aqua park 1 reconstructed sports centre 1 multifunctional centre (concert hall, theatre, cinema) 1 cinema

1 new ballet school
vi, specific calendars of cultural, social and annually: 1 film festival, 4 cinematic activities
entertainment activities

6 outputs; 6 results

Goal 2 Education for all	2018–2022
Objective 1	
Programme 1	
i, extension of lessons with two shifts in each public school of pre-university education in Tirane	
ii, improved coverage of urban spaces with schools, and greater accessibility	39 new schools, 32 rehabilitated
iii, improvement of the quality of teaching process	
iv, improvement of the pupils' school results	
v, best coverage of the demand for nurseries and kindergartens	6 new kindergartens, 12 rehabilitated 8 new nurseries
vi, easier access and greater inclusion of children in nurseries and kindergartens near to them	5 schools with integrated kindergartens
Programme 2	
i, improvement of the conditions and quality of the teaching process	
ii, improvement of the results of students education	
iii, increase of security of pupils and teachers	all public schools equipped with fire prevention measures all public schools equipped with surveillance cameras
Objective 2	
Programme 1	
i, highest access to education for PwD and pupils living in deep rural areas of Tirane	needs assessment has been undertaken for school access by PwD in rural areas
ii, education institutions easily accessible for all social categories	99 schools with accessibility infrastructure for PwD needs assessment has been undertaken for all other schools in Tirana's Administrative Units
Programme 2	
i, more consolidated and collaborative community	139 schools in urban Tirana serving as community centres
ii, families connected more closely to each other and included in an active community life	270 people employed in the schools as community centres programme
iii, improvement of social life in Tirana's neighbourhoods	community centres established in 5 rural areas of Tirane
Objective 3	
Programmes 1–3	
i, improvement of student life outside the learning environment with a close impact on psychological, social and friendliness condition	masterplan developed; feasibility will redesign area for student accommodation units to include multifunctional centre, including a hotel

ii, improvement of academic performance of students	
iii, elimination of difficulties from the conditions and focusing on learning	electronic system for student registration implemented
iv, increase in accommodation capacities in student residences	9 new student accommodation blocks constructed 4 buildings rehabilitated in faculties of Medicine and Engineering 7 other residence buildings reconstructed
v, service and sporting facilities functional and with standards	feasibility will redesign area for student accommodation units to include multifunctional centre, including a hotel 4 buildings rehabilitated including accommodation and cafeteria

19 outputs; 13 results

Goal 3 Ensuring sustainable economic development	2018–2022
Objective 1	
Programme 1	
i, easier and more accessible services for citizens and businesses	fewer citizens seeking assistance in-person at city hall (212,000 in 2018, falling to <70,000 in 2022) more citizens (<8,500 rising to 43,450) reaching the municipality online
ii, reduction in bureaucracy, cost, documentation and time spent for receiving services	online access for tax payment information and proof available since 2018 no. online complaints, requests and settlement has risen from <600 to nearly 6,500
iii, reduction in informality	online interactions with QKB, E-Albania, Financial Union, AK-Invest, Easy-Pay, DPT, UKT, Post Office, and 2 banks connection with municipal police, Agency for Consumer Rights and Territorial Protection Inspectorate is live (see above)
iv, increase in efficiency of municipal staff providing services to citizens and businesses	
v, reduction in informality in the data of farmers in the territory of the municipality	since 2019, all AUs have a functional register of farmers
vi, more complete information on farmers and where they operate to provide more opportunities for increasing and developing their activity	functional register
vii, orientation of local, central and foreign investments towards areas or sectors with more potential for further development, by area	
viii, creation of communication channel between investors, enterprises and municipality	
Programme 2	
i, ensuring the safety of ownership titles	nearly 1,200 land use acts were register with the municipality in 2018–2021 until the competence passed to central agency
ii, more opportunities for farmers to benefit from agriculture finance schemes	
iii, minimizing the restrictive barriers that have raised concerns over ownership for local and foreign investors	World Bank and Tirana Municipality installed GIS platform registered 608 municipal assets; recording of businesses in process
iv, significant decrease in informal transactions in the real estate market	

v, functional and quality irrigation and drainage system	steady increase in ha. of irrigation of agricultural land (4,686 ha.; total = 172 km ² = 15% of the city)
vi, more watered surface and less damaged produce	
vii, greater efficiency in preserving and trading agricultural and livestock produce	9 functional daily markets and 2 mobile markets registered
viii, more functional and well-coordinated food chain	aggregator functional, used by 300 farmers, merchants and businesses
ix, increase in competitiveness in the sector for trading local agricultural produce	assessment of needs of citizens for markets completed 3 new public markets established
x, increase of the local economy	>200 ambulatory merchants registered

Objective 2

Programme 1

i, more information and opportunities to open or develop a business	280 businesses supported by finance scheme
ii, increase in the number of employed and self-employed	350 self-employed and employees supported by scheme
iii, increase in the market competitiveness	30 new and 3 updated lending & financing opportunity packages developed

Programme 2

i, stimulus for farmers to develop and expand their activities	free (for 5 years) consultancy service provided for 1,300 farmers in 13 rural AUs
ii, stimulus for social businesses to open and develop their activity	>10 taxes and tariffs reduced for social businesses and start-ups, benefitting thousands of businesses
iii, increase in the number of self-employed	

Objective 3

Programme 1

i, increase in the competitiveness of the Tirana–Durrës corridor	TEDA - Technology and Economic Development Area status attained
ii, increase in foreign investment	
iii, promotion of regional development and economic ties with international markets, etc.	study undertaken for installing an Electrical market (part of cluster)
iv, improvement of the business climate in the city of Tirana	

Programme 2a

i, creation of an artisanal centre (atelier), a dedicated space for the production, exposure and trade of artisanal products for Tirana	Artisan pottery enterprise set up in Farka
ii, added value of artisanal products	
iii, transfer of knowledge to future generations to ensure continuity of this industry	295 potential entrepreneurs trained

iv, successful marketing for the promotion of artisanal products in national and international markets	
v, support for a year for a range of start-up activities focused on the market	Growth hub, Digital Tirana, Tirana Innovative 10, Bibliotech Talks set up; 30 start-ups supported
vi, one more asset, an environment where young people interact to best connect technology and art	>2,000 young people engaged in the ICT Pyramid centre, which is employing some 34 people

Programme 2b

i, increase in the number of adventure tourists in these areas	>200km of cycling and >200km of walking paths established nearly 100 guide signs installed, 20 maps and 6 information signs installed
ii, increase in consumption and turnover of lek in businesses in these areas	Branding of Tirana in process 13 international activities (EU summit, 3–4 concerts with famous international singers, 5 main hotel chains in Tirana, Tirana EYC, Tirana ECS, Cloud Festival, Film Festival, Marathon and Triathlon (yearly) City tax register has been functional since 2018
iii, further development of rural units	
iv, addition of statistical source for number of tourists in Tirana and accommodation units	

Programme 3

i, increase in capacity of businesses and students	874 individuals have been trained and capacities enhanced in specific business areas
ii, qualified workforce	1,638 students have benefited from the cooperation programmes with universities
iii, ease in doing business	
iv, increase in competitiveness	
v, increase in employment and self-employment	3,423 individuals employed through mediation of the municipality

Programme 4

i, well-defined economic framework with objectives and projects in the field of economic development	platform for economic development has been approved
ii, management and good administration of the fund of municipal-owned forests	8 forestry expansion plans developed
iii, stimulus for farmers to produce typical products of the area that are already sought by consumers	5 local fairs held 1,500 farmers branding local produce
iv, improvement in quality of products, packaging and the process of product storage	
v, more opportunities for farmers to diversify their products by bringing new products to the market and organic products	83 businesses using environmental technologies

48 outputs; 32 results

Goal 4 Tirana for all	2018–2022
Objective 1	
Programmes 1&2	
i, improving the quality of life of citizens	8,858 parking spaces for residents 39 requalified facades (from objective 3)
ii, increase in the air quality	53.7km of dedicated cycle lanes 233 new cycle parking spots 40 cycling awareness campaigns held
iii, improvement in mobility and reduction in traffic	
iv, road safety	
Objective 2	
Programme 1	
i, reduction in traffic and increase in mobility in the city	parking payment collectors have become parking controllers payment methods digitalized
ii, improvement in air quality	
iii, reduction in street parking to ease circulation in the city's main arteries	3,886 extra parking places (Increases car numbers??) 75,879m2 parking space available 8 main car parks
Objective 3	
Programmes 1–4	
i, control of urban expansion	
ii, improvement in air quality	7 public buildings with 'green roofs'
iii, improvement in level of biodiversity	
Objective 4	
Programme 1	
i, coverage of public transport in the municipality	25 new suburban bus routes for public transport
ii, increase in accessibility and interaction between urban and rural areas	
iii, reduction in socio-economic gap	
Programme 2	
i, reduction in CO2	
ii, increase in air quality	25 electric buses in use for public transport 73% of passengers are using electric buses
iii, reduction in noise pollution	
Programme 3	
i, quality, fast transport for citizens	10.1 km of dedicated bus lanes for public transport
ii, reduction in informality	
iii, information in real-time for citizens	real-time tracking of buses with GPS, relayed to citizens
iv, improvement in monitoring of public transport	
Objective 5	
Programmes 1–3	

i, more green surface areas in apartment blocks	83 playgrounds at residential apartment blocks
ii, improvement of network infrastructure and roads	69 residential apartment blocks rehabilitated
iii, public space returned to citizens	
iv, more space for relaxation, entertainment, sports	
v, increase in cooperation between municipality and community	113 projects co-financed with the community
Objective 6	
Programme 1	
i, improvement in quality of waste management service	1,618 additional waste containers
ii, ensuring of information on containers with regard to overloading, fires, unauthorized relocation and theft	210 waste containers with bottom sensors to monitor overloading
iii, mitigation of overloading of containers and better organization of the service for separate collection of waste	12 underground waste containers
Objective 7	
Programmes 1–6	
i, improvement in the quality of services provided by the water enterprise	96% water supply coverage 93% sewerage supply coverage water treatment plant 100% functional
ii, reduction in water losses and production costs	no-income water fallen from 63% to 60%
iii, increase in the duration of the water supply for the population	
iv, improvement in economic relations with consumers	86 awareness campaigns held 96% of recipients pay for service
Objective 8	
Programme 1	
i, solutions to long-standing problems for spaces in public cemeteries	126 mural graves, freeing up space expansion of the public cemeteries under way
ii, improvement in cemetery infrastructure	

34 outputs; 19 results

Goal 5 Good governance	2018–2022
Objective 1	
Programme 1	
i, establishing a good network of communication with citizens over municipal projects and municipal jobs	>26,000 citizens using Tirana Ime app
ii, increase in citizen participation in the decision making	
iii, full information for citizens over municipal works	>88,000 citizens have used the opendata.tirana.al online platform
iv, better local policies that reflect citizens' opinions	
Objective 2	
Programmes 1&2	
i, friendly climate with businesses	% of businesses controlled has varied since 2018 (30%, 28%, 25%, 30% and 32%, respectively)
ii, increase in revenues and consequently investments of the municipality	revenues have increased yearly since 2018 to varying degrees (28%, 6%, 2%, 21% and 2%, respectively)
iii, reduction in municipal expenses	study into reducing operational expenses undertaken 11%, 8% and 7%, respective yearly, reduction in expenses since 2019
Objective 3	
Programme 1	
i, systematic and periodic collection of training needs based on the recommendations from official reporting and staff requests	electronic system established for staff performance evaluation
ii, provision of training service to a greater number of staff through alternative (online) and low cost means	e-Learning and e-Library platform installed
iii, increase of efficiency of planning and reporting in the municipality, while ensuring coordination and monitoring of fulfilment of strategic objectives	digital project management system being installed for 48 directorates

10 outputs; 8 results

Total, 117 outputs for which 78 (67%) have at least one positive result, where a major improvement is noted in the data from the municipality.

[Tirana Municipality](#) ([County of Tirana](#), [Central Albania](#)) consists of 13 rural administrative units (AUs) – [Baldushk](#), [Bërzhitë](#), [Dajt](#), [Farkë](#), [Kashar](#), [Krrabë](#), [Ndroq](#), [Petrelë](#), [Pezë](#), [Shëngjergj](#), [Vaqarr](#), [Zall-Bastar](#), [Zall-Herr](#) – and 11 urban AUs – [1](#), [2](#), [3](#), [4](#), [5](#), [6](#), [7](#), [8](#), [9](#), [10](#) and [11](#).

6.2 Annex II. Questionnaire for municipal leaders and staff

Assessment of the setting for implementation of Tirana Municipality

Strategy and Action Plan 2018–2022

Dear _____ ,

The Council of Europe (CoE) is assisting Tirana Municipality with the development of its new Strategy and Action Plan (AP) in the framework of the project 'Development of the Strategic Plan for the City of Tirana using the Civil Participation Toolkit of Council of Europe'. Part of these preparations require assessment of the implementation and impact of the previous Strategy and Action Plan, 2018–2022.

The purpose of the present questionnaire developed by FLAG is to assess the setting, the communication and the approach taken by the Municipality for facilitation of the Strategy and AP 2018–2022. The information obtained from this assessment will thus help identify possible reasons, if any, why the Strategy and AP were not implemented as fully as they might have been and thus assist in the organisation for the design, implementation, monitoring and assessment of the new Strategy and AP.

All information provided through this questionnaire will remain confidential and no information or responses will be linked to any individual.

Thank you for your help in providing this valuable information to the benefit of Tirana Municipality and its communities!

Section I Position

- a. Name _____ Surname _____
- b. Gender: Male Female
- c. Please specify your position: _____
- d. How long have you been in this position? _____ years _____ months

Section II Information related to the capacity to deliver and monitor the Tirana Municipality Strategy and Action Plan (AP) 2018–2022

GENERAL	Yes	No	Do not know
1. Were you involved in the process of developing the Strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Were you involved in the process of developing the AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Was the Strategy realistic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Was the AP realistic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Are you satisfied with the level of implementation of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Has the Municipal leadership provided updates to its staff on implementation of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Has the Municipality provided updates to its citizens on implementation of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Has the Strategy made the Municipality more accountable to its citizens?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EXTERNAL FACTORS			
9. Did the earthquakes of 2019 impact implementation of the Strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so, how: _____			
10. Did Covid-19 impact implementation of the Strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so, how: _____			

INSTITUTIONAL, ORGANISATIONAL & HR CAPACITY	Yes	No	Do not know
11. Was the leadership of Tirana Municipality responsive to the needs for implementation and monitoring of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Did the Municipality approve procedures and assign responsibilities for monitoring and assessing implementation of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Did the Municipality establish a system and the resources necessary for monitoring and assessing the performance of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Do the job descriptions of municipal staff specify responsibilities for implementation, monitoring and evaluation of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INSTITUTIONAL, ORGANISATIONAL & HR CAPACITY (cont.)	Yes	No	Do not know
15. Do you think municipal staff possess the technical capacities to support implementation and monitoring of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. During 2018–2022, did Tirana Municipality implement projects that were not included in the AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Has the support of donors to Tirana Municipality been in line with the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Have you been involved in the municipality's efforts to lobby donors for fundraising in support of implementation of the Strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Has the Municipal Council approved a template for annual financial and progress reporting with specific requirements for implementation of the Strategy and AP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. What do you think were the main barriers, if any, to full implementation and systematic monitoring of the Strategy and AP? Choose any of the following options:			
Impact of the earthquakes of 2019	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact of Covid-19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient funds to implement the projects (activities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient staff to implement activities and conduct monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient know-how of staff for monitoring and evaluation of strategic documents and action plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Absence of systematic data collection and entry by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in collecting quality and reliable data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Low level of motivation of staff to properly implement and monitor the Strategy and AP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Absence of strategic management culture within the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Low level of ownership of the Strategy and AP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Poor promotion of the Strategy and AP among citizens and partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Lack of an effective monitoring and evaluation system and procedures for Strategy and AP implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Strategy performance indicators were not always relevant to the measurement of the effectiveness of strategy outputs and outcomes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Other: _____					
21. Have you been trained in any of the following:					
Strategic leadership and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Performance management, monitoring and evaluation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Risk and change management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Stakeholder relations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Communication and public outreach?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
COMMUNICATION WITH CITIZENS AND OUTREACH					
22. Have the Strategy and AP been actively promoted with:					
Most of the municipality's citizens?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Most donors and NGOs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
23. How often have you communicated with the citizens with regard to implementation of the Strategy and AP?	Daily <input type="checkbox"/>	Weekly <input type="checkbox"/>	Quarterly <input type="checkbox"/>	Annually <input type="checkbox"/>	<input type="checkbox"/>
24. Have the results of Tirana Municipality's Strategy 2018–2022 been shared with the citizens?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>		
STRATEGY ASSESSMENT					
25. What are your expectations from the Strategy assessment?					

26. Are there any other issues that need to be elaborated with regard to the assessment?					

We would like to THANK YOU very much for your time in filling in this questionnaire.

6.3 Annex III. Evaluation matrix of implementation

Goal 1

URBAN REVITALIZATION THAT HARMONIZES INFRASTRUCTURE, PUBLIC SERVICE, AND BOOSTS ECONOMIC DEVELOPMENT (POLYCENTRIC TIRANA)								
Specific objective	Programme	Project	Indicators (targets) (actions)	2018	2019	2020	2021	2022
1. Kombinat: An urban centre with creative and artistic features	1. Kombinat development	1. Development of a Detailed Local Plan	Developed Detailed Local Plan	Detailed Local Plan for Kombinat approved by Mayor / no. 24607/3, 19.09.2018				
		2. Improvement of the road infrastructure within the area	Road construction in areas around Garibaldi Square	11 asphalted streets; 19 road signs and 40 roads lighting				
		3. Revitalization of the Garibaldi Square and surrounding buildings	Four requalified buildings/ One renovated square	2 squares; Requalified 2 public buildings, one is in privatization process and one is in expropriation process to become an artisanal centre				
		4. Urban centre coverage with public services	1. 12 playgrounds for children	4				
		5. Creation of a CreativeHub/Platform; Dedicated space to artistry	2. Reconstruction of five schools, one kindergarten and one nursery	3 reconstr. schools and 2 new schools, 2 reconstr. nurseries and 1 new, 3 reconstr. kindergartens and 1 new				
		6. BID Kombinat, a private public partnership focused on delivering a better surrounding and additional business opportunities	1. One gallery for artistic and artisan work exhibitions	Directorate of Urban Economic Development has prepared a draft-project and a technical projection of the Artisan Centre, which has been sent to respective structures for the verification of a public asset. There is not yet an asset available in that area				
2. Kinostudio: An urban centre with artistic and cinematographic features	1. Kinostudio development	1. Detailed Local Plan	Developed Detailed Local Plan	Detailed Local Plan for Kinostudio, approved by Ministry of Culture				
		2. Revitalization of the existing square	Requalified square with space for all ages	1 (100%) since 2018				
		3. Urban centre coverage with public services	1. Two reconstructed schools	2 reconstructed, 1 new				
		4. KinoPark: A centre for different age-groups, focused on cinematographic activities development and artistic work exhibition	2. Construction of five playgrounds	6 recreative spaces (3 playgrounds and 3 sports field)				
		5. TID Kinostudio	1. One dedicated space for cinematographic activities	1 concert hall/theatre/cinematography activities (Marubi)				
			2. One theatre/cinema for children	community centre, focused on children				
3. Promotion of sustainable development throughout Tirana's Northern Boulevard	1. Northern boulevard development	1. Improvement of the new development area infrastructure	1. New Boulevard (70m width/1.6km length) [Bike lane]	3075 m2 and 3 km bike lane, 1.7 km new blv				
			2. 76.8 Ha residency blocks	Next phase after finishing with the infrastructure				
			3. 45 structural units	Next phase after finishing with the infrastructure				
			4. Eight road profiles with various widths	17 km new road				
			5. 400,000 m2 public space	32,113 m2				
			6. Eight m2/person of green space	APR still missing the info				
		2. Efficient public transport system and North-South connection with green public transport lines	North-South Connection with public transport lines	Project is in collaboration with central government. Municipality has finished its part: a huge feasibility study for all areas in its territory				
		3. Creation of suitable public spaces for the foreseen development intensity	1. 2.9 construction intensity	in process				
		4. Revitalization of the train track as a corridor of the green line that connects Northern Boulevard with Lapraja	2. 558,500 m2 total construction area	in process				
		5. Revitalization of Tirana River	Northern Ring	in process				
		6. Urban design and construction of squares	1. River Park (24.8 ha)	Revitalization Completed				
		7. Design and implementation of green spaces	2. River lido (23,750 m2)	Revitalization Completed				
		8. Coverage with public services	Construction of four public squares (3.1 Ha)	designing phase				
		9. Construction of public objects	Construction of two lake parks	designing phase				
			1. Renovation of one kindergarten and five schools	4 renovated kindergarten and 2 new, 2 renovated and 6 new schools				
	2. Construction of two new schools	5 new						
	3. Construction of six playgrounds	5 playgrounds and 1 sport field						
	1. Tirana City Hall (headquarter)	Procurement procedure						
	2. Libraries, art galleries, opera, cultural centres	1 library, 1 theatre						
	3. Initiation of a Development Trust by the Tirana City Hall as to focus on the Masterplan's implementation	approved by Municipality Council in 2020						

4. Lapraka: An urban centre with sporting, educational and recreative features	1. Lapraka development	1. Detailed Local Plan	Developed Detailed Local Plan	Approved Detailed Local Plan (4 Local Detailed Plans approved from MoT for the following units: TR/434, TR/432, TR/429, TR/183)	
		2. Road infrastructure improvement	1. Expansion and reconstruction of the road network	2 new streets 8 reconstructed streets (2 in process, 1 planned) 32 asphalted streets	38 partially reconstructed streets 47 road signs and 17 roads lighting
		3. Development of a green stripe throughout the railway (Cycling track)	2. Requalified pedestrian street and squares	1 recreative square and 1 pedestrian street	
		4. Coverage with public services	Cycling track	in process	
		5. Creation of recreative/sports centres for sport activities	1. Reconstruction of four schools and construction of three new schools	1 reconstructed school, 3 reconstructed kindergarten, 4 reconstructed nurseries; 8 new student residencies 3 new schools, 1 new kindergarten, 1 new nursery, 1 library and 1 cinema	
		6. Incentivization/support for businesses of an educational and sports type	2. Construction of six children's playgrounds	4 and 1 in process (2 sport field)	
5. Farka-Student City: An urban centre with recreative natural and touristic features	1. Student city development	1. Detailed Local Plan	Developed Detailed Local Plan	Detailed Local Plan complete	
		2. Infrastructure in the Southern border of the area (New highway) and connection with the "Qyteti Studenti"	1. Improved infrastructure	2 new roads, 5 reconstructed roads, (one in process), 1 new bridge, 2 residency blocks, 12 asphalted streets, and 2 partially, 61 streets equipped with street signal and 21 with lighting 1 Recreative Park, Hellenic Park 1 reconstructed nursery, 1 library	
	2. Farka development	2. Cycling track		9.3 km	
		1. Detailed Local Plan	Developed Detailed Local Plan	Local Detailed Plan in process for Students City: TR/G2	
		2. Creation of public green spaces for collective life; Farka recreative park linked via pavements and bike lanes	One picnic park	3 barbeque areas and Farka Park in process	
		3. Construction of an open-space sports centre (soccer/basketball/volleyball field)	One functional sports centre	sports centre outside of one school reconstructed and new ballet school	
		4. Construction of an aqua games area	One dedicated space for water games	100%	
		5. Construction of a library in the nature	A two-floor glass library in the nature	Project design finished	
	6. Coverage of Farka with public services	1. Reconstruction of two kindergartens and three schools		6 reconstructed school, 4 reconstructed kindergarten and 1 new,	
		2. Construction of three new schools		5 new and 6 reconstructed	
3. Construction of four new playgrounds			600%		
4. 20 financially supported businesses that assist in Farka's development			in process		

Goal 2

EDUCATION FOR ALL									
Specific objectives	Programmes	Projects	Indicators (targets) (actions)	2018	2019	2020	2021	2022	
1. Improving education infrastructure and the quality of education process	1. New infrastructure with standards	1. Design and construction of 17 schools and 10 new kindergartens (with PPP)	1. 10 new primary schools with integrated kindergartens 2. 7 new high-schools	5 schools with integrated kindergartens					
		2. Construction of 4 kindergartens (in addition to those mentioned above with PPP) and 8 new nurseries within 2022	1. Four new kindergartens - excluding the ones with PPP 2. 1.6 new nurseries annually till 2022 (8 total)	1	1	3	5	6 and 1 in process	
	2. Existing and improved infrastructure	1. Rehabilitation (full/partial) of 43 schools	43 rehabilitated schools till 2022	10 new 6 rehab	1 new 4 rehab	13 new 4 rehab	4 new 9 rehab	8 new and 2 in process 9 rehab and 3 in process	
		2. Rehabilitation of 11 kindergartens (4 of which located in rural areas)	100% reconstructed of 11 kindergartens	8	10	11	1	1 process	
		3. Needs assessment and implementation of fire prevention measures in educational institutions	1. Conducted study 2. Equipment of all public schools in Tirana with fire prevention measures	0	170	166	172	252	
		4. Installing surveillance cameras in every school in Tirana	100% of public schools in Tirana equipped with surveillance cameras	All public schools are equipped with surveillance cameras					
2. Improving accessibility and inclusion in primary and secondary education	1. Enhanced accessibility for groups of disadvantaged people	1. Delivery of accessible infrastructure for people with disabilities in all schools in the administrative units no. 4, 5 and 6 (which have the highest number of children with disabilities)	22 existing schools in Administrative Units No. 4, 5 and 6 with disability inclusive infrastructure	69	77	80	82	99	
		2. Needs assessment for disability inclusive infrastructure for schools in all the remaining administrative units of Tirana	Identification of schools that need disability inclusive infrastructure	100%					
		3. Needs assessment to increase accessibility in educational infrastructure in the rural areas	Completion of the study and preparation of the intervention calendar	Study completed 100% 24 schools					
	2. Schools as community centres	1. Piloting the "Schools as Community Centres" programme in at least 10 schools in Tirana (5 in the centre, 5 in the new development poles) (2018-2019)	1. Ten schools serving as community centres 2. A hundred people employed during 2018-2019	39 (15 in poles)	35 (13 in poles)	For 2019–2022 53 schools (27 in poles)			
		2. 50 additional primary and secondary schools in Tirana participating in the "Schools as Community Centres" programme	1. 50 primary and secondary schools by 2022 2. 500 people employed by 2022	85	74	135			
		3. Piloting this programme in a rural area (in Shengjergj)	School as a Community Centre in Shengjergj	44	48	49	60	86	
3. Improving the infrastructure of student residences	1. New infrastructure with standards	1. Masterplan of "Qyteti Studenti", 11 new residences	11 new student residences with a construction area of 49,500 m2	9 new and 4 in process					
		2. A feasibility study for the construction of a new building where will be concentrated all residences of secondary vocational schools	Completed feasibility study	Masterplan developed; feasibility study will reconcept area: 3 areas: art, police academy, economy faculty will be wider; multifunctional centre; 1 or 2 hotels for visitors (together with central government)					
	2. Improved infrastructure	1. Rehabilitation of 27 student residences in "Qyteti Studenti"	Completion of the rehabilitation of student residences (27 objects)	7 reconstructed and 9 in process (most of them due to earthquake)					
		2. Rehabilitation of 4 buildings: Student Treatment No. 2, Faculty of Medicine and Faculty of Engineering	Completion of the rehabilitation of student residences (4 objects)	0	2	2 (from earthquake)			
	3. New and improved infrastructure	3. Rehabilitation of 4 buildings: Student Treatment No. 2 and service buildings	Completion of the rehabilitation of student residences (4 objects + cafeteria)	0	2	2			
		1. Student Residence no. 1 (cafeteria/library/media and sports centre/media/3 hotels)	5 new buildings for services in "Qyteti Studenti"	0	0	0	1 new multifunctional structure (in process)		
		2. Archive digitization and development of an electronic system for students' registration and accommodation	Functional digital archive and electronic system for the registration of students in residences	electronic system implemented; digital archive in process					

Goal 3

ENSURING SUSTAINABLE ECONOMIC DEVELOPMENT										
Specific objective	Programme	Project	Indicator (target)	2018	2019	2020	2021	2022		
1. Improvement of quality of services and equipment with necessary infrastructure for businesses	1. Local services	1. One Stop Shop for businesses and citizens	1. No. of citizens that have sought assistance in the Tirana City Hall offices	211,975	176,486	101,161	103,531	69,747		
			2. No. of citizens that have reached the municipality through online channels and official correspondence	8,482	11,238	20,729	39,578	43,451		
			3. No. of complaints received via "Tirana lme" app	5,908	6,160	4,020	4,262	5,992		
			4. No. of posts published in the stands	5,437	4,155	3,257	3,662	4,840		
		2. More electronic services: e-Albania, e-Government	1. Online access for tax payment proof	Online access since 2018						
			2. Online information for tax payment	Online information since 2018						
			3. Online tax control	Project designed and budget for 2023 approved						
			4. Online complaint/request tracking/settlement	593	487	3443	5675	6451		
		3. Interconnecting national and local databases	1. Online interconnection with DPT, QKB, ZVRPP, OSSHEE, UKT, DPSHTRR	QKB, E-Albania, Financial Union, AK-Invest, Easy-Pay, DPT, UKT, Posta Shqiptare						
			2. Online interconnection with second-level banks	All banks in Tirana have access to this connection, but only 2 of them implement and use this service (Fibank and BKT)						
			3. Online connection with tax agents	Throughout 2022, a connection with Municipal Police, Agency for Consumer Rights and Territorial Protection Inspectorate is being implemented						
		4. Digitization of institutions' administrative processes and procedures	1. Archive digitization	0	Directorate of local taxes and Fees, 3.1% other institutions, 100%	Directorate of local taxes and Fees, 2.7% other institutions, 100%	Directorate of local taxes and Fees, 2.2% other institutions, 100%	Directorate of local taxes and Fees, 2.5% other institutions, 100%		
			2. Online password recovery	5,487	6,129	6,920	Since 2021 the citizens can change the password in self care			
	3. Online documentation control		Project has not been implemented							
	5. Development of the farmers' register for 12 Administrative Units		Functional register of farmers in Tirana	1	12	Already completed, in 2019				
	6. Tirana HUB - Economic portal		No. of visitors to the Tirana HUB portal	0	14,500	25,921	26,112	26,651		
	2. Infrastructure and trade network	1. Updating property borders in 13 rural administrative units and registering Land Use Acts (AMTP) of agricultural lands	1. Updating 100% of properties in 13 Rural Administrative Units	This project has not been implemented due to high costs/funds						
			2. No. of Land Use Acts registered in Tirana	480	290	250	162	Municipality no longer has the competence to register AMTP		
		2. Improvement of the irrigation and drainage system in Tirana	Agricultural area equipped with irrigation system	3,060	3,200	3,117	3,181	4,686		
		3. Mapping available assets in Tirana and incentivising businesses to use them through fiscal amenities or low rental rates	1. Informative brochure regarding the location of the available assets of the Municipality of Tirana	World Bank project together with Municipality has identified and included in GIS platform 608 assets (published so green)						
			2. No. of businesses using the assets of the Municipality of Tirana for commercial purpose	waiting for the numbers from the department						
		4. Creation of an aggregator (collection/trading point) in Tirana	1. Functional aggregator	Preliminary study developed	Pre-feasibility study developed	Feasibility study and business plan developed	Under construction	Completed		
			2. No. of farmers, merchants, and businesses part of the aggregator	300 farmers merchant and businesses						
		5. Needs assessment for markets in the territory of the Municipality of Tirana	Completed assessment of citizens' needs for markets	100%						
		6. Creation and functioning of daily markets	1. 3 new public markets	0	2	0	0	1		
			2. 200 registered ambulant merchants	125	257	113	81	176		
			3. No. of functional daily markets in Tirana	7	9 1 mobile market	9 1 mobile market	8 1 mobile market	9 2 mobile market		
4. 50 ambulant merchants in daily markets	743		857	688	790	916				

2. Financial support and fiscal incentives for businesses	1. Ease of access to finance	1. Financial schemes (grants) supporting social business start-ups (women, youth, etc.)	1. 150-230 financially supported businesses	36	77	40	65	62	
		2. ~500 self-employed and employees	24	52	20	100	151		
	2. Fiscal incentives for business	2. Assessment and informative packages related to the financial institutions that support financially new and existing businesses	Annual informative packages and assessment of lending and financing opportunities	0	10	12	1	7 new and 3 updated	
		1. Design of favourable fiscal packages for farmers	1. No. of taxes and tariffs reduced or exempt from the farmers fiscal package	Municipality supports farmers in 13 rural AUs. With Farmers Consultancy Service (free for 5 years), 2-3 session yearly					
3. Increased competitiveness and absorption of foreign investments	1. Economic zones and clusters	1. TEDA - Technology and Economic Development Area	2. No. of beneficial farmers	1,300 farmers in total for 5 years					
			2. Design of favourable fiscal packages for social businesses/start-ups	1. No. of taxes and tariffs reduced or exempt from the businesses fiscal package	0	2	9	2	0
			2. No. of businesses benefiting from the favourable fiscal package	0	29,824	273,512	61,263	0	
	2. Creative and leisure economies (a)	1. Artisan Centre	1. Attainment of ZTZHE and MoT's developer status	In process	Pre-feasibility study and business plan developed	MoT attainment the Developer status for TEDA	MoT attainment the Investor status for TEDA	DCM published on Municipality as a developer of TEDA	
			2. No. of local and foreign investors	This indicator will be produced after TEDA starts functioning					
			3. No. of employed	This indicator will be produced after TEDA starts functioning					
	3. Creative and leisure economies (b)	2. Evidencing and creation of possible clusters	1. Study conducted for actual and possible clusters in Tirana	1 study conducted (1 infrastructural project: Electrical Market)					
			2. 4 new clusters in Tirana	The infrastructural rehabilitation project of the area nearby the Electric Market, and the market's closing down brought a business clustering of the electric sector in the entire area branded as "Electric Market". The beginning of TEDA shall generate 3 new business					
			3. No. of businesses by area of economic activity	Data shall be provided when a full GIS system which connects the General Directorate of Local Taxes and Tariffs and the precise geographic location will be implemented					
	4. Promoting employment and self-employment	3. TIK (Pyramid)	1. Artisan centre in Tirana	Directorate of Urban Economic Development has prepared a draft-project and a technical projection of the Artisan Centre, which has been sent to respective structures for the verification of a public asset. There is yet any asset available.					
			2. 10-20 artisans in the centre	Artisan pottery pole in Farka					
			1. No. of incubators in the city	Study developed	Growth Hub (virtual incubator)				
	5. Boosting the Green Economy	2. Business Incubators	2. 100 trained and mentored entrepreneurs	0	0	Digital Tirana, TiranaLeisure, 10 and Bibliothek, Tella, fall base			
			1. 10,000 m2 space for creative activities	in process	in process	1,242 m2	1,242 m2	1242 m2	
			2. 150 employed	in process	in process	23	31	34 (21 part time)	
3. Creative and leisure economies (b)	1. Opening of at least 300 km of paths for Hiking, Cycling, etc, and equipping them with signals.	3. 2,000 youngsters engaged	in process	in process	192	1151	860		
		300 km of new open paths, displayed on the "Tirana lime" app with their specific location	Cycling path 160.11km Walking path: 141.09 km	Cycling path 50.48 km Walking path 70.26km	0	Walking path 22.55 km	43.1 km		
		2. Creation of large tourist maps located in the main entrances of each unit, to guide tourists regarding the area	13 large wooden tourist maps, one for each Administrative Unit within 2018	5 maps 24 guide signs 6 information signs	0	0	5 maps 21 guide signs	10 maps 49 guide signs	
4. Promoting employment and self-employment	3. Branding of Tirana	Branding of Tirana and the launch of Tirana marketing according to this brand	Branding of Tirana in process. 13 international activities (EU summit, 3-4 concerts with famous international singers, 5 main hotel chains in Tirana, Tirana EYC, Tirana ECS, Cloud Festival, Film Festival, Marathon and Triathlon (yearly)						
		4. City Tax Register: Development of local database on accommodation units in Tirana	Functional City Tax Register	Functional register since 2018					
		1. Strengthening of role of the Municipality of Tirana as an intermediary between businesses and job-seekers	500 employed through mediation	720	490	540	757	916	
5. Boosting the Green Economy	2. Concrete projects that increase cooperation with universities in order to create more employment opportunities for students	500 beneficial students from co-operation programmes	443	355	178	326	336		
		3. Trainings, Capacity building according to the type of business	500 trained	110	53	50	200	461	
		1. Development of the Platform for the Sustainable Development of the Local Economy 2019–2022	Approved platform for urban and rural economic development	Directorate of Urban Economic Development follows a platform based in a local strategy and policymaking. This action-plan has been edited, reviewed, presented and hierarchically approved. Directorate of Rural Economic Development (in process)					
		2. Development of six plans for forestry expansion	Expansion plans for 6 forest economics	0	0	3	3	2	
5. Boosting the Green Economy	3. Encouraging Eco-friendly businesses and assisting existing businesses that want to become green	No. r of businesses using environmental technologies	0	0	24	35	24		
		4. Agricultural products branding- Identification of typical products	Identification and branding of typical products traditionally produced in Tirana	5 fairs (1,500 farmers branding local products)					

Goal 4

TIRANA FOR ALL: ACCESSIBLE AND INCLUSIVE CITY								
Specific objective	Programme	Project	Indicators (targets) (actions)	2018	2019	2020	2021	2022
1. Encouraging cycling for trips below 5 km (Minimum Grid)	1. Expansion of the minimum network and improvement of the infrastructure of this network	1. Reduction in three lanes for cars and using space for two specific bike lanes in Rr. Durrës	20-25 km dedicated bike lanes	6.3	18	26	27.2	53.7
		2. Dedicated lanes in Rr. Dibrës						
		3. Sidewalk rehabilitation alongside Lana River by providing space for bike lanes with two directions						
		4. Dedicated lanes throughout the New Boulevard						
	2. Improved service (Ecovolis) as well as citizens' awareness of use bicycles	1. Increase in parking places for bikes	200 bike parking spots	140	140	140	163	233
		2. Increase in bicycle rent spots	30 new rent spots	2	12	changed to private with the support of Municipality		
		3. Promotion of cycling	Awareness campaigns	5	6	10	8	11
		4. 'Mobike'	1. 4,000 available bicycles 2. No. of users	500 bicycle	1,000 bicycles	Mobike has left Albania		
2. Increase in parking capacity in Tirana	1. Service and parking infrastructure in Tirana	1. Improvement in public parking service quality (with payment) in streets, squares, above/underground	The transition of inspectors from payment collectors into controllers (20)	15	0	5	100%	
		2. Diversification of payment methods in squares	Digitalization of payment methods	Implemented payment method via SMS				
		3. Increase in administrated public space for paid parking	1. Additional 2,600 paid parking spots (roads and square) 2. 35,000 m2 available for parking	3,228 57,733 m2	2,998 57,960 m2	3,960 73,154 m2	3,928 74,777 m2	3,886 75,879 m2
		4. Construction of squares (ground only)	No. of squares	6	6	6	7	8
		5. Improvement of infrastructure in residential parking space (dedicated)	Supply with horizontal infrastructure the parking space dedicated for residents	895 (9 blocks)	895 (9 blocks)	5,848 (34 blocks)	5,848 (34 blocks)	8,858 (65 blocks)
3. Increasing Green spaces	1. Orbital Forest (as foreseen)	1. Development of segments that go through the "Orbital Forest"	760,000 planted seedlings in the five coming years	117,995	118,148	72,305	120,814	137,745
	2. Central Park	1. Development and implementation of Central Park in the New Blvd.	7 ha. of green space	ongoing				
	3. Green facades	1. Selection of a category of buildings (schools, public institutions, or buildings of a specific street segment, etc.)	Six buildings with green facades	2 + 5 greenroofs in public buildings and 39 requalified facades				
	4. Biodiversity bridges	1. Bridge connecting the city's green corridors with the Orbital Forest	Two biodiversity bridges	Urban Trail				
2. Bridge connecting the Orbital Forest with the Grand Lake Park			cycle lane connecting the Lake with Farka Lake					
4. Public transport with high efficiency (above 5 km)	1. Expansion and improvement of existing public transport network and infrastructure	1. Increase the number of suburban lines	No. of new suburban lines	8	10	25	25	25
		2. Improvement of bus network to connect high density junctions	(No. of km) - dedicated lanes for public transport	7	7	7	10.1	10.1
	2. Renovation and addition of public transport fleet	1. Electric buses	1. No. of electric buses in the public transport crew 2. % of passengers that use electric buses	0 0	0 0	0 0	0 0	25 73
		3. Passenger information system	1. Electronic ticketing 2. GPS equipment 3. BUS app	Equipment of the bus crew with the electronic ticket Real-time tracking for each line No. of users of the BUS app	Its not anymore municipality responsibility All lines are fully supplied with GPS BUS information completed - "Station" information in process - Currently no users			
	5. Improvement of citizens' quality of life	1. Rehabilitation of apartment blocks	1. Requalification of urban infrastructure in residential blocks	62 requalified residential blocks (or 250 mini blocks)	50	10	3	1
2. More recreational spaces in the city		1. Buildings/rehabilitation of playgrounds	71 new playgrounds	10	12	12	17	31 and 3 in process
3. Promoting effective cooperation between municipality and community for improved infrastructure of jointly owned objects		1. Projects in co-financing with the community	60 projects (Community Fund)	7	27	24	29	26
6. Improvement of waste management system in Tirana	1. Service extension and consolidation in municipal territory	1. Construction of underground containers in high impact areas	No. of underground containers	12				
		2. Equipment of public containers with bottom sensor to monitor	No. of containers with bottom sensor	210 'bell containers'				
		3. Identification and completion of the existing landfill map with additional containers spots	No. of additional containers	1,548	1,548	1,618	1,618	1,618

7. Sustainable supply with potable water for Tirana	1. Drinking water supply network	1. Investment and rehabilitation/expansion of the potable water distribution system	Increase of water supply coverage by 10.3% (from 85% to 95.3%)	88.9% (+3.9)	89.48 (+0.58)	90.38 (+0.9)	93.08% (+2.7)	96.05% (+2.6%)
	2. Waste water drainage network	1. Expansion of underground sewerage, to eliminate waste water that streams into Lana River	Increase of sewerage service coverage by 5.4% (from 78.1% to 83.5%) in the Water Supply and Sewerage Utility of Tirana's new area	79% (+0.14)	79.4% (+0.49)	79.9% (+0.52)	82.6% (+2.7)	93% (+10.4)
		2. Full functional waste water treatment plant	Functional plant	100%				
	3. Non-revenue water	1. Development of a system that accurately measures the production, transmission, accumulation and supply with water for every consumer	Reduction in water with no income for the Water Supply and Sewerage Utility of Tirana area by 27.6 (from 67.6% to 40%)	62.65% (-2.59%)	60.21% (-2.44)	61.84% (+1.63%)	61.56% (-0.28%)	59.77% (-1.79%)
		2. Development of a system that identifies illegal connections.						
	4. Revenues from the use of drinking water	1. Awareness campaigns for the policies and importance of financial stability in the Water Supply and Sewerage Utility of Tirana	Increase in payments received by 12.1% (from 79.9% to 92%)	7 awareness campaigns	89% 12 awareness campaigns	95% 8 awareness campaigns	89% 59 awareness campaigns	96%
2. Implementation of agreements with subscribing families for debt payments		Increase in payments received by 12.1% (from 79.9% to 92%)						
5. Financial Focus of Water Supply and Sewerage Utility of Tirana	1. Projects on water sales growth, reduction of maintenance expenses, new tariffs, received payments, etc.	Strengthen the financial stability of Water Supply and Sewerage Utility, Tirana, to cover its financial obligations	135%	130%	114%	133%	130%	
6. Service monitoring by Water Supply and Sewerage Utility of Tirana	1. SCADA system: Installation, implementation and surveillance	Full service of water supply system (without disruption, constant pressure service (24/7) in the formal area of Water Supply and Sewerage Utility, Tirana	SCADA is currently in the phase of Terms and Reference development					
8. Increase the quality of public cemetery service	1. Public Cemetery and Sharra and Tufine Mural	1. Expansion of the public cemetery space in Sharra and Tufina	Expansion of the public cemetery by 12.4 ha (3.6 ha for Sharra; 8.8 ha for Tufina)	5.4 ha Sharra 2 ha Tufina		1.4 ha in total for Sharra and Tufina		
		2. Development and implementation of mural cemetery in Sharra	Functional mural cemetery	108 mural cemeteries / 0.046 ha free space via disinterment		126 mural cemeteries / 0.00792 ha free		

Goal 5

STRENGTHENING OF GOOD GOVERNANCE AND PROTECT CITIZENS' RIGHTS								
Specific objective	Programme	Project	Indicators	2018	2019	2020	2021	2022
1. Ensuring a transparent governance and strengthening accountability	1. Improving reporting to citizens and inclusion of citizens in municipal decisions	1. Improvement of "Tirana lme" app	No. of citizens who use "Tirana lme" app	5,908	6,160	4,020	4,262	5,992
		2. Tirana City Hall transparency' (annual publications)	Tirana City Hall transparency (5 publications)	All information from this publication now is in opendata.tirana.al online platform	5,956	27,799	84,484	88,406
2. Strengthening local finances	1. Increasing efficiency in revenue collection and financial control	1. Coordination of local and central institutions for on-site controls to businesses	1. % income growth	28%	6%	2%	21.3 %	2.35%
			2. % of on-site control coverage (by law is 25-35%)	29.50%	28%	25%	29.5 %	32%
	2. Reducing administrative expenses of the municipality	1. Study on evaluation of the possibilities of reducing operational expenses	1. 100% developed study	100%				
3. Building capacity and strengthening of human resources in Tirana City Hall	1. Establishing an appropriate training system (modular) for municipal administration	1. Develop of an electronic system for performance evaluation of administrative staff 2. Develop an e-Learning and e-Library platform 3. Digital management of strategic projects and work plans	100% created system	100%	100%	100%	100%	100%
			100% created platform	100%				
			48 directorates will use digital management	in process				

6.4 Annex IV. Assessment of implementation of projects

Goal Number	Objective Number	Programme Number	Project Number	Projects not included in Strategy	Title of project	Status of project implementation
1	1	1	1	0	Development of detailed local plan for Kombinat	1
1	1	1	2	0	Road construction in areas around Garibaldi Square	1
1	1	1	3	0	Four buildings and Garibaldi Square renovated	2
1	1	1	4	0	Urban centre coverage with public services	2
1	1	1	5	0	Creation of a CreativeHub/Platform; Dedicated space for artistry	2
1	1	1	6	0	BID Kombinat, a private public partnership focused on delivering better surroundings and additional business opportunities	2
1	2	1	1	0	Development of detailed local plan for Kinostudio	1
1	2	1	2	0	Renovation of square with space for all ages	1
1	2	1	3	0	Urban centre coverage with public services	1
1	2	1	4	0	KinoPark: A centre for all age-groups, focused on cinematographic activities development and artistic work exhibition	1
1	2	1	5	0	Tourism Improvement District Kinostudio	2
1	3	1	1	0	Improvement of the new development area infrastructure	2
1	3	1	2	0	Efficient public transport system and North-South connection with green public transport lines	1
1	3	1	3	0	Creation of suitable public spaces for the foreseen development intensity	2
1	3	1	4	0	Revitalization of the train track as a corridor of the green line that connects Northern Boulevard with Lapraka	2
1	3	1	5	0	Revitalization of Tirana River	1
1	3	1	6	0	Urban design and construction of squares	2
1	3	1	7	0	Design and implementation of green spaces	2
1	3	1	8	0	Coverage with public services	1
1	3	1	9	0	Construction of public objects	2
1	4	1	1	0	Detailed Local Plan	1
1	4	1	2	0	Road infrastructure improvement	1
1	4	1	3	0	Development of a green stripe alongside the railway (cycling track)	2
1	4	1	4	0	Coverage with public services	2
1	4	1	5	0	Creation of recreational-sports centres for sport activities	1
1	4	1	6	0	Incentivization & support for educational and sports businesses	2
1	5	1	1	0	Partial Local Plan for student residences	2
1	5	1	2	0	Infrastructure in the southern border of the area (new highway) and connection with the Student City	1
1	5	2	1	0	Detailed Local Plan	1
1	5	2	2	0	Creation of public green spaces for collective life; Farka recreational park linked via pavements and bike lanes	2
1	5	2	3	0	Construction of an open-space sports centre (soccer, basketball, volleyball field)	1
1	5	2	4	0	Construction of an aqua games area	1
1	5	2	5	0	Construction of library in nature	2
1	5	2	6	0	Coverage of Farka with public services	2

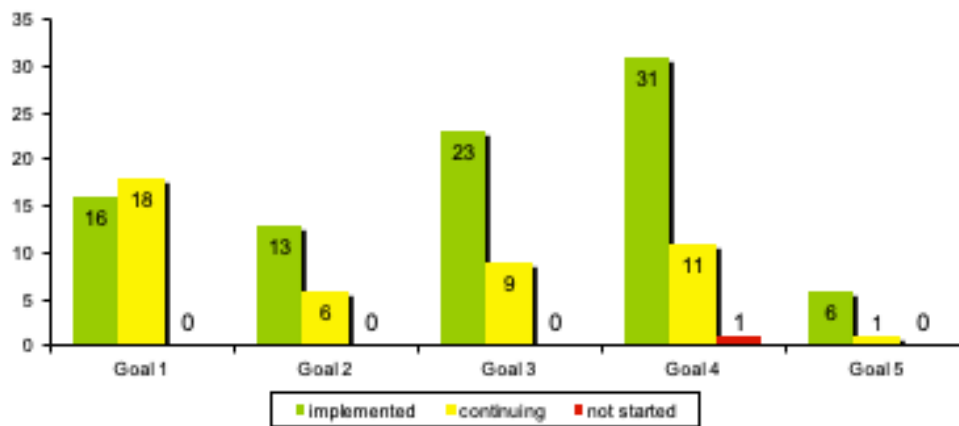
2	1	1	1	0	Design and construction of 17 schools and 10 new kindergartens (with PPP)	2
2	1	1	2	0	Construction of 4 kindergartens (in addition to those mentioned above with PPP) and 8 new nurseries within 2022	1
2	1	2	1	0	Rehabilitation (full or partial) of 43 schools	1
2	1	2	2	0	Rehabilitation of 11 kindergartens (4 of which located in rural areas)	1
2	1	2	3	0	Needs assessment and implementation of fire prevention measures in educational institutions	1
2	1	2	4	0	Installing surveillance cameras in every school in Tirana	1
2	2	1	1	0	Delivery of accessible infrastructure for people with disabilities in all schools in Administrative Units no. 4, 5 and 6 (which have the largest number of children with disabilities)	1
2	2	1	2	0	Needs assessment for disability inclusive infrastructure for schools in all the other Administrative Units of Tirana	1
2	2	1	3	0	Needs assessment to increase accessibility in educational infrastructure in rural areas	1
2	2	2	1	0	Piloting of 'Schools as Community Centres' programme in at least 10 schools in Tirana (5 in centre, 5 in the new development centres) (2018-2019)	1
2	2	2	2	0	50 additional primary and secondary schools in Tirana participating in the 'Schools as Community Centres' programme	2
2	2	2	3	0	Piloting this programme in a rural area (in Shengjergj)	1
2	3	1	1	0	Masterplan of Student City, 11 new residences	2
2	3	1	2	0	Feasibility study for construction of a new building where will be concentrated all residences of secondary vocational schools	1
2	3	2	1	0	Rehabilitation of 27 student residences in Student City	2
2	3	2	2	0	Rehabilitation of 4 buildings: Student Treatment no. 2, Faculty of Medicine and Faculty of Engineering	1
2	3	2	3	0	Rehabilitation of 4 buildings: Student Treatment no. 2 and service buildings	1
2	3	3	1	0	Student Residence no. 1: caretaria, library, media and sports centre, 3 hotels	2
2	3	3	2	0	Archive digitization and development of electronic system for student registration and accommodation	2
3	1	1	1	0	One-Stop Shop for businesses and citizens	1
3	1	1	2	0	More electronic services: e-Albania, e-Government	2
3	1	1	3	0	Interconnecting national and local databases	1
3	1	1	4	0	Digitization of institutions' administrative processes and procedures	2
3	1	1	5	0	Development of farmers' register for 12 Administrative Units	1
3	1	1	6	0	Tirana HUB - Economic portal	1
3	1	2	1	0	Updating property borders in 13 rural Administrative Units and registering Land Use Acts (AMTP) of agricultural lands	2
3	1	2	2	0	Improvement of the irrigation and drainage system in Tirana	1
3	1	2	3	0	Mapping available assets in Tirana and incentivising businesses to use them through fiscal amenities or low rental rates	2
3	1	2	4	0	Creation of an aggregator (collection & trading point) in Tirana	1
3	1	2	5	0	Needs assessment for markets in the territory of the municipality	1
3	1	2	6	0	Creation and functioning of daily markets	1
3	2	1	1	0	Financial schemes (grants) supporting social business start-ups (women, youth, etc.)	2
3	2	1	2	0	Assessment and information packages concerning financial institutions that support financially new and existing businesses	1
3	2	2	1	0	Design of favourable fiscal packages for farmers	1
3	2	2	2	0	Design of favourable fiscal packages for social businesses and start-ups	1

3	3	1	1	0	Technology and Economic Development Area, TEDA	1
3	3	1	2	0	Evidencing and creation of possible clusters	2
3	3	2	1	0	Artisan centre	2
3	3	2	2	0	Business incubators	1
3	3	2	3	0	ICT Pyramid	2
3	3	3	1	0	Opening of at least 300 km of paths for hiking, cycling, etc, and equipping them with signage	1
3	3	3	2	0	Creation of large tourist maps located at main entrances of each unit, to guide tourists in the area	1
3	3	3	3	0	Branding of Tirana	1
3	3	3	4	0	City Tax Register: Development of local database on accommodation units in Tirana	1
3	3	4	1	0	Strengthening of role of the municipality as an intermediary between businesses and job-seekers	1
3	3	4	2	0	Concrete projects that increase cooperation with universities in order to create more employment opportunities for students	1
3	3	4	3	0	Trainings, capacity building according to type of business	1
3	3	5	1	0	Development of Platform for Sustainable Development of the Local Economy 2019–2022	2
3	3	5	2	0	Development of six plans for forestry expansion	1
3	3	5	3	0	Encouraging Eco-friendly businesses and assisting existing businesses that want to become green	1
3	3	5	4	0	Identification and branding of traditional products of Tirana	1
4	1	1	1	0	Reduction to three lanes for cars and use of space for two dedicated bicycle lanes along Rr. Durrësit	1
4	1	1	2	0	Dedicated lanes in Rr. Dibres	1
4	1	1	3	0	Pavement rehabilitation alongside River Lana with provision of space for bicycle lanes in two directions	1
4	1	1	4	0	Dedicated lanes throughout the New Boulevard	1
4	1	1	5	0	Dedicated lanes in the Third Ring Road	1
4	1	1	6	0	Counter-direction dedicated lanes along Myslym Shyri Street	1
4	1	1	7	0	Increase in quality and signalling system of bicycle lanes along Kavaja Street	1
4	1	2	1	0	Increase in parking places for bikes	1
4	1	2	2	0	Increase in bicycle rent spots	2
4	1	2	3	0	Promotion of cycling	1
4	1	2	4	0	'Mobike'	2
4	2	1	1	0	Improvement in public parking service quality (with payment) in streets, squares, above and below ground	1
4	2	1	2	0	Diversification of payment methods in squares	1
4	2	1	3	0	Increase in administrated public space for paid parking	1
4	2	1	4	0	Construction of squares (ground only)	1
4	2	1	5	0	Improvement of infrastructure in residential parking space (dedicated)	1
4	3	1	1	0	Development of segments that go through the Orbital Forest perimeter	2
4	3	2	1	0	Development and implementation of Central Park in the New Boulevard	2
4	3	3	1	0	Selection of a category of buildings (schools, public institutions, or buildings of a specific street segment, etc.)	1
4	3	4	1	0	Bridge connecting the city's green corridors with the Orbital Forest	2
4	3	4	2	0	Bridge connecting the Orbital Forest with the Grand Lake Park	2

4	4	1	1	0	Increase in the number of suburban lines	1
4	4	1	2	0	Improvement of bus network to connect high density junctions	1
4	4	2	1	0	Electric buses	1
4	4	3	1	0	GPS equipment	1
4	4	3	2	0	BUS app	2
4	5	1	1	0	Requalification of urban infrastructure in residential blocks	1
4	5	2	1	0	Building and rehabilitation of playgrounds	1
4	5	3	1	0	Projects in co-financing with the community	1
4	6	1	1	0	Construction of underground containers in high impact areas	1
4	6	1	2	0	Equipping of public containers with bottom sensor to monitor waste service	1
4	6	1	3	0	Identification and completion of existing landfill map with additional containers spots	1
4	7	1	1	0	Investment and rehabilitation and expansion of potable water distribution system	1
4	7	2	1	0	Expansion of underground sewerage, to eliminate wastewater that flows into the River Lana	1
4	7	2	2	0	Fully functional wastewater treatment plant	1
4	7	3	1	0	Development of a system that accurately measures the production, transmission, accumulation and supply with water for every consumer	2
4	7	3	2	0	Development of a system that identifies illegal connections, technical losses, etc.	2
4	7	4	1	0	Awareness campaigns for the policies and importance of financial stability in the Water Supply and Sewerage Utility of Tirana	1
4	7	4	2	0	Implementation of agreements with subscribing families for debt payments	3
4	7	5	1	0	Projects on water sales growth, reduction of maintenance expenses, new tariffs, received payments, etc.	1
4	7	6	1	0	SCADA system: Installation, implementation and surveillance	2
4	8	1	1	0	Expansion of the public cemetery space in Sharra and Tufina	2
4	8	1	2	0	Development and implementation of mural cemetery in Sharra and Tufina	1
5	1	1	1	0	Improve 'Tirana lme' app	1
5	1	1	2	0	Increase Tirana City Hall transparency through annual publications	1
5	2	1	1	0	Coordinate between local and central institutions for on-site checks of businesses	1
5	2	2	1	0	Undertake study to assess possibilities for reducing operational expenses	1
5	3	1	1	0	Develop electronic system for performance evaluation of administrative staff	1
5	3	1	2	0	Develop an e-Learning and e-Library platform	1
5	3	1	3	0	Install digital system for management of strategic projects and workplans	2

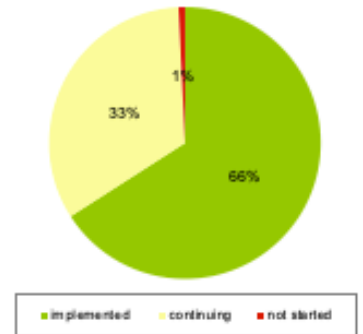
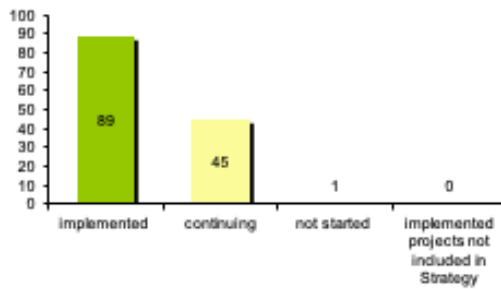
Status of Strategy implementation according to Goals

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
implemented	16	13	23	31	6
continuing	18	6	9	11	1
not started	0	0	0	1	0
implemented projects not included in Strategy	0	0	0	0	0



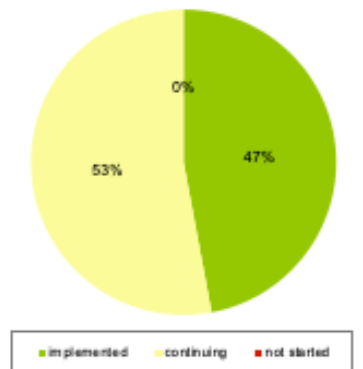
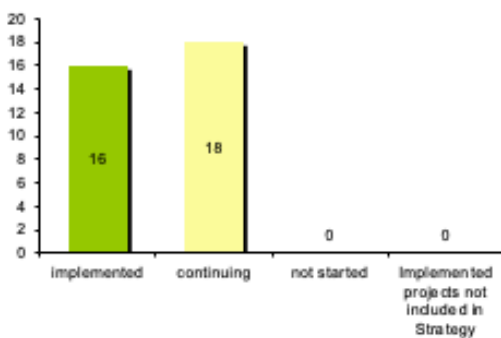
Status of Strategy implementation

implemented	89
continuing	45
not started	1
Total	135
implemented projects not included in Strategy	0



Status of Strategy Goal No 1 implementation

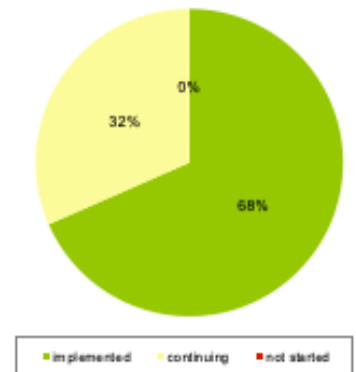
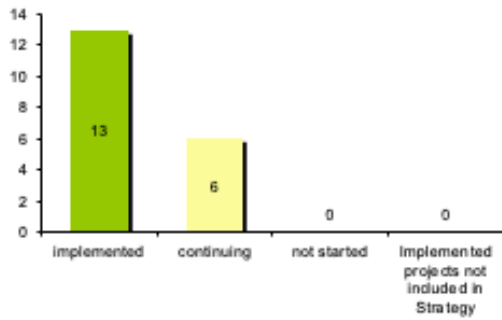
implemented	16
continuing	18
not started	0
Total	34
implemented projects not included in Strategy	0



Status of Strategy Goal No 2 implementation

implemented	13
continuing	6
not started	0
Total	19

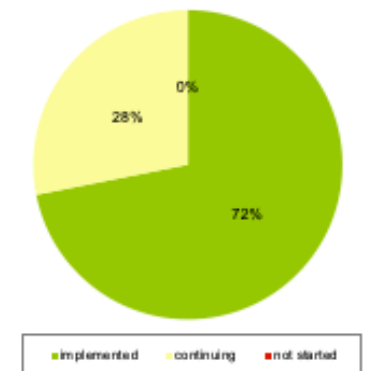
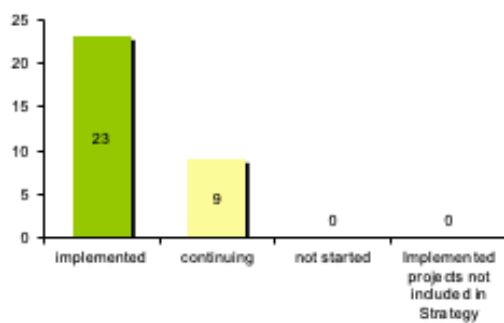
Implemented projects not included in Strategy **0**



Status of Strategy Goal No 3 implementation

implemented	23
continuing	9
not started	0
Total	32

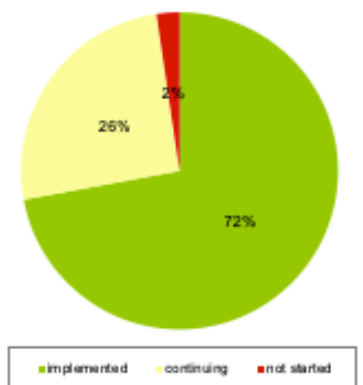
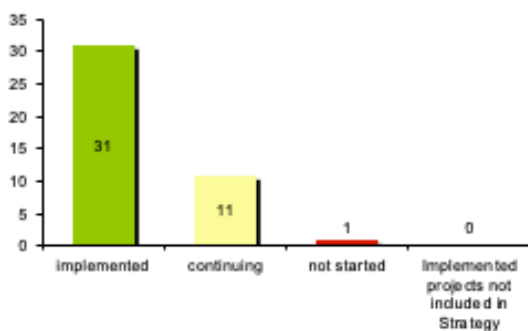
Implemented projects not included in Strategy **0**



Status of Strategy Goal No 4 implementation

implemented	31
continuing	11
not started	1
Total	43

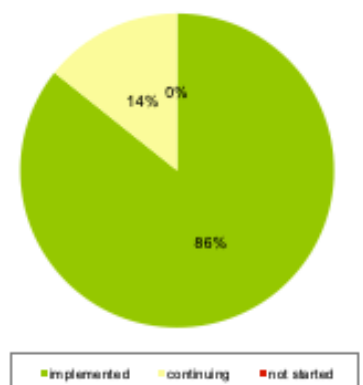
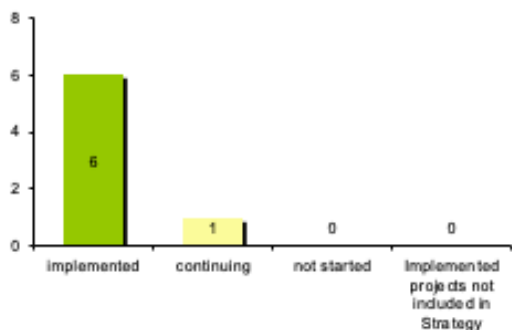
Implemented projects not included in Strategy **0**



Status of Strategy Goal No 5 implementation

implemented	6
continuing	1
not started	0
Total	7

Implemented projects not included in Strategy **0**



6.5 Strategy projects basic information

Goal Number	Objective Number	Programme Number	Project Number	Projects not included in Strategy	Title of project	Status of project implementation	Unit responsible for project implementation (Name of unit)	Project in the scope of local government responsibilities (Yes= 1/ No=0)	Public Private Partnership (Yes= 1/No=0)	Inter-municipal cooperation (Yes= 1/No=0)	Cross-border cooperation (Yes= 1/No=0)
1	1	1	1		Development of detailed local plan for Kombinat	1	DPPZHT	1			
1	1	1	2		Road construction in areas around Garibaldi Square	1	DPPP, DRRNP	1			
1	1	1	3		Four buildings and Garibaldi Square renovated	2	DPPP	1			
1	1	1	4		Urban centre coverage with public services	2	DPPP, DPOP	1			
1	1	1	5		Creation of a CreativeHub/Platform; Dedicated space for artistry	2	DPPP, DPIPSZHE	1			
1	1	1	6		BID Kombinat, a private public partnership focused on delivering better surroundings and additional business opportunities	2	DPPP, DPIPSZHE	1			
1	2	1	1		Development of detailed local plan for Kinostudio	1	DPPZHT	1			
1	2	1	2		Renovation of square with space for all ages	1	DPPP, DPPGJ	1			
1	2	1	3		Urban centre coverage with public services	1	DPPP, DPOP	1			
1	2	1	4		KinoPark: A centre for all age-groups, focused on cinematographic activities development and artistic work exhibition	1	DPPP	1			
1	2	1	5		Tourism Improvement District Kinostudio	2	DPIPSZHE	1			
1	3	1	1		Improvement of the new development area infrastructure	2	DPPP, DPZHT	1			
1	3	1	2		Efficient public transport system and North-South connection with green public transport lines	1	DPPP	1			
1	3	1	3		Creation of suitable public spaces for the foreseen development intensity	2	DPPP, DPZHT	1			
1	3	1	4		Revitalization of the train track as a corridor of the green line that connects Northern Boulevard with Lapraka	2	DPPP, DPZHT	1			
1	3	1	5		Revitalization of Tirana River	1	DPPP, DRRNP, APR	1			
1	3	1	6		Urban design and construction of squares	2	DPPP, DPZHT	1			
1	3	1	7		Design and implementation of green spaces	2	DPPP, APR	1			
1	3	1	8		Coverage with public services	1	DPPP, DPOP, APR	1			
1	3	1	9		Construction of public objects	2	DPPP	1			
1	4	1	1		Detailed Local Plan	1	DPPZHT	1			
1	4	1	2		Road infrastructure improvement	1	DPPP, DRRNP	1			
1	4	1	3		Development of a green stripe alongside the railway (cycling track)	2	DPPP	1			
1	4	1	4		Coverage with public services	2	DPPP, DPOP, APR	1			
1	4	1	5		Creation of recreational-sports centres for sport activities	1	DPPP	1			
1	4	1	6		Incentivization & support for educational and sports businesses	2	DPIPSZHE, DPMF	1			
1	5	1	1		Partial Local Plan for student residences	2	DPPZHT	1			
1	5	1	2		Infrastructure in the southern border of the area (new highway) and connection with the Student City	1	DPPP, DRRNP	1			
1	5	2	1		Detailed Local Plan	1	DPPZHT	1			
1	5	2	2		Creation of public green spaces for collective life; Farka recreational park linked via pavements and bike lanes	2	APR	1			
1	5	2	3		Construction of an open-space sports centre (soccer, basketball, volleyball field)	1	DPPP	1			
1	5	2	4		Construction of an aqua games area	1	APR	1			
1	5	2	5		Construction of library in nature	2	DPPP	1			
1	5	2	6		Coverage of Farka with public services	2	DPPP, DPOP, APR, DPIPSZHE	1			
2	1	1	1		Design and construction of 17 schools and 10 new kindergartens (with PPP)	2	DPPP	1	1		
2	1	1	2		Construction of 4 kindergartens (in addition to those mentioned above with PPP) and 8 new nurseries within 2022	1	DPPP	1	1		
2	1	2	1		Rehabilitation (full or partial) of 43 schools	1	DPPP, DPOP	1			
2	1	2	2		Rehabilitation of 11 kindergartens (4 of which located in rural areas)	1	DPPP, DPOP	1			
2	1	2	3		Needs assessment and implementation of fire prevention measures in educational institutions	1	MZSH	1			
2	1	2	4		Installing surveillance cameras in every school in Tirana	1	DPOP	1			

4	7	5	1	Projects on water sales growth, reduction of maintenance expenses, new tariffs, received payments, etc.	1	UKT	1			
4	7	6	1	SCADA system: Installation, implementation and surveillance	2	UKT	1			
4	8	1	1	Expansion of the public cemetery space in Sharra and Tufina	2	ASHF	1			
4	8	1	2	Development and implementation of mural cemetery in Sharra and Tufina	1	ASHF	1			
5	1	1	1	Improve 'Tirana lme' app	1	DPMPJ	1			
5	1	1	2	Increase Tirana City Hall transparency through annual publications	1	DPTIHD	1			
5	2	1	1	Coordinate between local and central institutions for on-site checks of businesses	1	DPTTV	1			
5	2	2	1	Undertake study to assess possibilities for reducing operational expenses	1	DPMF,DPTTV	1			
5	3	1	1	Develop electronic system for performance evaluation of administrative staff	1	DPBNJ	1			
5	3	1	2	Develop an e-Learning and e-Library platform	1	DPTIHD,DPBNJ	1			
5	3	1	3	Install digital system for management of strategic projects and workplans	2	DPIPSZHE	1			

6.6 Strategy projects schedule

Goal Number	Objective Number	Programme Number	Project Number	Projects not included in Strategy	Title of project	Status of project implementation	Planned start date of project (MM/YYYY)	Actual start date of project (MM/YYYY)	Planned completion date of project (MM/YYYY)	Actual completion date of project (MM/YYYY)
1	1	1	1		Development of detailed local plan for Kombinat	1	2018			
1	1	1	2		Road construction in areas around Garibaldi Square	1	2018	2018		
1	1	1	3		Four buildings and Garibaldi Square renovated	2	2018	2018		
1	1	1	4		Urban centre coverage with public services	2	2019	2019		
1	1	1	5		Creation of a CreativeHub/Platform; Dedicated space for artistry	2	2020	2020		
1	1	1	6		BID Kombinat, a private public partnership focused on delivering better surroundings and additional business opportunities	2				
1	2	1	1		Development of detailed local plan for Kinostudio	1				
1	2	1	2		Renovation of square with space for all ages	1	2018	2018		
1	2	1	3		Urban centre coverage with public services	1	2018	2018		
1	2	1	4		KinoPark: A centre for all age-groups, focused on cinematographic activities development and artistic work exhibition	1	2018	2018		
1	2	1	5		Tourism Improvement District Kinostudio	2				
1	3	1	1		Improvement of the new development area infrastructure	2	2018	2018		
1	3	1	2		Efficient public transport system and North-South connection with green public transport lines	1	2021	2021		
1	3	1	3		Creation of suitable public spaces for the foreseen development intensity	2	2018	2018		
1	3	1	4		Revitalization of the train track as a corridor of the green line that connects Northern Boulevard with Lapraka	2	2018	2018		
1	3	1	5		Revitalization of Tirana River	1	2018	2018		
1	3	1	6		Urban design and construction of squares	2	2018	2018		
1	3	1	7		Design and implementation of green spaces	2				
1	3	1	8		Coverage with public services	1	2018	2018		
1	3	1	9		Construction of public objects	2	2018	2018		
1	4	1	1		Detailed Local Plan	1				
1	4	1	2		Road infrastructure improvement	1	2018	2018		
1	4	1	3		Development of a green stripe alongside the railway (cycling track)	2				
1	4	1	4		Coverage with public services	2	2018	2018		
1	4	1	5		Creation of recreational-sports centres for sport activities	1	2019	2020		
1	4	1	6		Incentivization & support for educational and sports businesses	2				
1	5	1	1		Partial Local Plan for student residences	2				
1	5	1	2		Infrastructure in the southern border of the area (new highway) and connection with the Student City	1	2018	2018		
1	5	2	1		Detailed Local Plan	1				
1	5	2	2		Creation of public green spaces for collective life; Farka recreational park linked via pavements and bike lanes	2	2020	2021		
1	5	2	3		Construction of an open-space sports centre (soccer, basketball, volleyball field)	1	2018	2020		
1	5	2	4		Construction of an aqua games area	1				
1	5	2	5		Construction of library in nature	2	2022			
1	5	2	6		Coverage of Farka with public services	2	2018	2018		

2	1	1	1	Design and construction of 17 schools and 10 new kindergartens (with PPP)	2	2018	2018		
2	1	1	2	Construction of 4 kindergartens (in addition to those mentioned above with PPP) and 8 new nurseries within 2022	1	2018	2018		
2	1	2	1	Rehabilitation (full or partial) of 43 schools	1	2018	2018		
2	1	2	2	Rehabilitation of 11 kindergartens (4 of which located in rural areas)	1	2018	2018		
2	1	2	3	Needs assessment and implementation of fire prevention measures in educational institutions	1	2018	2019		
2	1	2	4	Installing surveillance cameras in every school in Tirana	1	2018	2018		
2	2	1	1	Delivery of accessible infrastructure for people with disabilities in all schools in Administrative Units no. 4, 5 and 6 (which have the largest number of children with disabilities)	1				
2	2	1	2	Needs assessment for disability inclusive infrastructure for schools in all the other Administrative Units of Tirana	1	2018			
2	2	1	3	Needs assessment to increase accessibility in educational infrastructure in rural areas	1	2018	2018		
2	2	2	1	Piloting of 'Schools as Community Centres' programme in at least 10 schools in Tirana (5 in centre, 5 in the new development centres) (2018-2019)	1	2018	2018		
2	2	2	2	50 additional primary and secondary schools in Tirana participating in the 'Schools as Community Centres' programme	2	2018	2018		
2	2	2	3	Piloting this programme in a rural area (in Shengjergj)	1	2021	2021		
2	3	1	1	Masterplan of Student City, 11 new residences	2	2018			
2	3	1	2	Feasibility study for construction of a new building where will be concentrated all residences of secondary vocational schools	1	2019	2019		
2	3	2	1	Rehabilitation of 27 student residences in Student City	2	2020	2020		
2	3	2	2	Rehabilitation of 4 buildings: Student Treatment no. 2, Faculty of Medicine and Faculty of Engineering	1	2019	2019		
2	3	2	3	Rehabilitation of 4 buildings: Student Treatment no. 2 and service buildings	1	2020	2020		
2	3	3	1	Student Residence no. 1: cafeteria, library, media and sports centre, 3 hotels	2	2021			
2	3	3	2	Archive digitization and development of electronic system for student registration and accommodation	2	2020			
3	1	1	1	One-Stop Shop for businesses and citizens	1	2018	2018		
3	1	1	2	More electronic services: e-Albania, e-Government	2				
3	1	1	3	Interconnecting national and local databases	1				
3	1	1	4	Digitization of institutions' administrative processes and procedures	2				
3	1	1	5	Development of farmers' register for 12 Administrative Units	1	2018	2018		
3	1	1	6	Tirana HUB - Economic portal	1	2018	2019		
3	1	2	1	Updating property borders in 13 rural Administrative Units and registering Land Use Acts (AMTP) of agricultural lands	2	2018	2018		
3	1	2	2	Improvement of the irrigation and drainage system in Tirana	1	2018	2018		
3	1	2	3	Mapping available assets in Tirana and incentivising businesses to use them through fiscal amenities or low rental rates	2	2019			
3	1	2	4	Creation of an aggregator (collection & trading point) in Tirana	1	2018	2018		
3	1	2	5	Needs assessment for markets in the territory of the municipality	1	2018	2018		
3	1	2	6	Creation and functioning of daily markets	1	2018	2018		
3	2	1	1	Financial schemes (grants) supporting social business start-ups (women, youth, etc.)	2	2018	2018		
3	2	1	2	Assessment and information packages concerning financial institutions that support financially new and existing businesses	1	2019	2019		
3	2	2	1	Design of favourable fiscal packages for farmers	1				
3	2	2	2	Design of favourable fiscal packages for social businesses and start-ups	1	2019	2019		
3	3	1	1	Technology and Economic Development Area, TEDA	1	2018	2018		
3	3	1	2	Evidencing and creation of possible clusters	2	2018			

3	3	2	1	Artisan centre	2	2018			
3	3	2	2	Business incubators	1	2018			
3	3	2	3	ICT Pyramid	2	2018	2019		
3	3	3	1	Opening of at least 300 km of paths for hiking, cycling, etc, and equipping them with signage	1	2018	2018		
3	3	3	2	Creation of large tourist maps located at main entrances of each unit, to guide tourists in the area	1	2018	2018		
3	3	3	3	Branding of Tirana	1	2018	2018		
3	3	3	4	City Tax Register: Development of local database on accommodation units in Tirana	1	2018	2018		
3	3	4	1	Strengthening of role of the municipality as an intermediary between businesses and job-seekers	1	2018	2018		
3	3	4	2	Concrete projects that increase cooperation with universities in order to create more employment opportunities for students	1	2018	2018		
3	3	4	3	Trainings, capacity building according to type of business	1	2018	2018		
3	3	5	1	Development of Platform for Sustainable Development of the Local Economy 2019–2022	2				
3	3	5	2	Development of six plans for forestry expansion	1	2020	2020		
3	3	5	3	Encouraging Eco-friendly businesses and assisting existing businesses that want to become green	1	2020	2020		
3	3	5	4	Identification and branding of traditional products of Tirana	1	2018	2018		
4	1	1	1	Reduction to three lanes for cars and use of space for two dedicated bicycle lanes along Rr. Durrësit	1				
4	1	1	2	Dedicated lanes in Rr. Dibrës	1	2018	2018		
4	1	1	3	Pavement rehabilitation alongside River Lana with provision of space for bicycle lanes in two directions	1				
4	1	1	4	Dedicated lanes throughout the New Boulevard	1	2018	2018		
4	1	1	5	Dedicated lanes in the Third Ring Road	1	2018	2018		
4	1	1	6	Counter-direction dedicated lanes along Myslym Shyri Street	1	2018	2018		
4	1	1	7	Increase in quality and signalling system of bicycle lanes along Kavaja Street	1	2018	2018		
4	1	2	1	Increase in parking places for bikes	1	2018	2018		
4	1	2	2	Increase in bicycle rent spots	2				
4	1	2	3	Promotion of cycling	1	2018	2018		
4	1	2	4	'Mobike'	2	2018			
4	2	1	1	Improvement in public parking service quality (with payment) in streets, squares, above and below ground	1	2018	2018		
4	2	1	2	Diversification of payment methods in squares	1	2018	2018		
4	2	1	3	Increase in administrated public space for paid parking	1	2018	2018		
4	2	1	4	Construction of squares (ground only)	1	2018	2018		
4	2	1	5	Improvement of infrastructure in residential parking space (dedicated)	1	2018	2018		
4	3	1	1	Development of segments that go through the Orbital Forest perimeter	2	2018	2018		
4	3	2	1	Development and implementation of Central Park in the New Boulevard	2	2018			
4	3	3	1	Selection of a category of buildings (schools, public institutions, or buildings of a specific street segment, etc.)	1	2018	2018		
4	3	4	1	Bridge connecting the city's green corridors with the Orbital Forest	2	2021			
4	3	4	2	Bridge connecting the Orbital Forest with the Grand Lake Park	2	2021			
4	4	1	1	Increase in the number of suburban lines	1	2018	2018		
4	4	1	2	Improvement of bus network to connect high density junctions	1	2018	2018		
4	4	2	1	Electric buses	1	2021	2021		
4	4	3	1	GPS equipment	1	2018	2018		
4	4	3	2	BUS app	2	2019	2019		
4	5	1	1	Requalification of urban infrastructure in residential blocks	1	2018	2018		
4	5	2	1	Building and rehabilitation of playgrounds	1	2018	2018		

4	5	3	1	Projects in co-financing with the community	1	2018	2018		
4	6	1	1	Construction of underground containers in high impact areas	1	2021	2021		
4	6	1	2	Equipping of public containers with bottom sensor to monitor waste service	1	2020	2020		
4	6	1	3	Identification and completion of existing landfill map with additional containers spots	1	2018	2018		
4	7	1	1	Investment and rehabilitation and expansion of potable water distribution system	1	2018	2018		
4	7	2	1	Expansion of underground sewerage, to eliminate wastewater that flows into the River Lana	1	2018	2018		
4	7	2	2	Fully functional wastewater treatment plant	1	2018	2018		
4	7	3	1	Development of a system that accurately measures the production, transmission, accumulation and supply with water for every consumer	2	2018	2018		
4	7	3	2	Development of a system that identifies illegal connections, technical losses, etc.	2	2018	2018		
4	7	4	1	Awareness campaigns for the policies and importance of financial stability in the Water Supply and Sewerage Utility of Tirana	1	2018	2018		
4	7	4	2	Implementation of agreements with subscribing families for debt payments	3	2018	2018		
4	7	5	1	Projects on water sales growth, reduction of maintenance expenses, new tariffs, received payments, etc.	1	2018	2018		
4	7	6	1	SCADA system: Installation, implementation and surveillance	2	2018	2018		
4	8	1	1	Expansion of the public cemetery space in Sharra and Tufina	2	2018	2018		
4	8	1	2	Development and implementation of mural cemetery in Sharra and Tufina	1	2018	2018		
5	1	1	1	Improve 'Tirana lme' app	1	2018	2018		
5	1	1	2	Increase Tirana City Hall transparency through annual publications	1	2018	2018		
5	2	1	1	Coordinate between local and central institutions for on-site checks of businesses	1	2018	2018		
5	2	2	1	Undertake study to assess possibilities for reducing operational expenses	1	2018	2018		
5	3	1	1	Develop electronic system for performance evaluation of administrative staff	1	2018	2018		
5	3	1	2	Develop an e-Learning and e-Library platform	1	2018	2018		
5	3	1	3	Install digital system for management of strategic projects and workplans	2	2018	2018		

6.7 Strategy projects financing

				Total	46,732,809,993	30,334,998,789	64.91%							
Goal Number	Objective Number	Programme Number	Project Number	Title of project	Status of project implementation	Budgeted (lek)	Contracted (lek)	Contracted as % of Budgeted	municipal contribution (lek)	central gov contribution (lek)	donor contribution (lek)	community contribution (lek)	loan (lek)	total contribution (lek)
1	1	1	1	Development of detailed local plan for Kombinat	1	admin cost								
1	1	1	2	Road construction in areas around Garibaldi Square	1	1,224,228,821	725,417,481	59	x	x				
1	1	1	3	Four buildings and Garibaldi Square renovated	2	33,513,600	32,336,600	96	x	x				
1	1	1	4	Urban centre coverage with public services	2	743,370,396	722,786,970	97	x	x	x			
1	1	1	5	Creation of a CreativeHub/Platform; Dedicated space for artistry	2	130,979,955	130,368,335	100		x				
1	1	1	6	BID Kombinat, a private public partnership focused on delivering better surroundings and additional business opportunities	2									
1	2	1	1	Development of detailed local plan for Kinostudio	1	admin cost								
1	2	1	2	Renovation of square with space for all ages	1	7,080,000	7,080,000	100	x					
1	2	1	3	Urban centre coverage with public services	1	30,007,428	30,007,428	100	x		x			
1	2	1	4	KinoPark: A centre for all age-groups, focused on cinematographic activities development and artistic work exhibition	1									
1	2	1	5	Tourism Improvement District Kinostudio	2									
1	3	1	1	Improvement of the new development area infrastructure	2	127,800,000							x	
1	3	1	2	Efficient public transport system and North-South connection with green public transport lines	1									
1	3	1	3	Creation of suitable public spaces for the foreseen development intensity	2									
1	3	1	4	Revitalization of the train track as a corridor of the green line that connects Northern Boulevard with Lapraka	2									
1	3	1	5	Revitalization of Tirana River	1	2,774,211,600	2,774,211,600	100	x		x		x	
1	3	1	6	Urban design and construction of squares	2	500,000	500,000	100			x			
1	3	1	7	Design and implementation of green spaces	2	admin cost								
1	3	1	8	Coverage with public services	1	1,929,021,582	1,840,968,142	95	x	x	x			
1	3	1	9	Construction of public objects	2	24,377,000	24,377,000	100			x			
1	4	1	1	Detailed Local Plan	1	admin cost								
1	4	1	2	Road infrastructure improvement	1	2,019,694,110	539,411,306	27	x	x	x			
1	4	1	3	Development of a green stripe alongside the railway (cycling track)	2									
1	4	1	4	Coverage with public services	2	3,707,480,954	2,536,273,860	68	x	x	x			
1	4	1	5	Creation of recreational-sports centres for sport activities	1	56,793,538	41,936,364	74	x					
1	4	1	6	Incentivization & support for educational and sports businesses	2									
1	5	1	1	Partial Local Plan for student residences	2	admin cost								
1	5	1	2	Infrastructure in the southern border of the area (new highway) and connection with the Student City	1	12,591,947,882	5,737,324,074	46	x	x	x			
1	5	2	1	Detailed Local Plan	1									
1	5	2	2	Creation of public green spaces for collective life; Farka recreational park linked via pavements and bike lanes	2	737,064,725	625,397,347	85	x		x			
1	5	2	3	Construction of an open-space sports centre (soccer, basketball, volleyball field)	1	61,602,998	61,514,538	100	x		x			

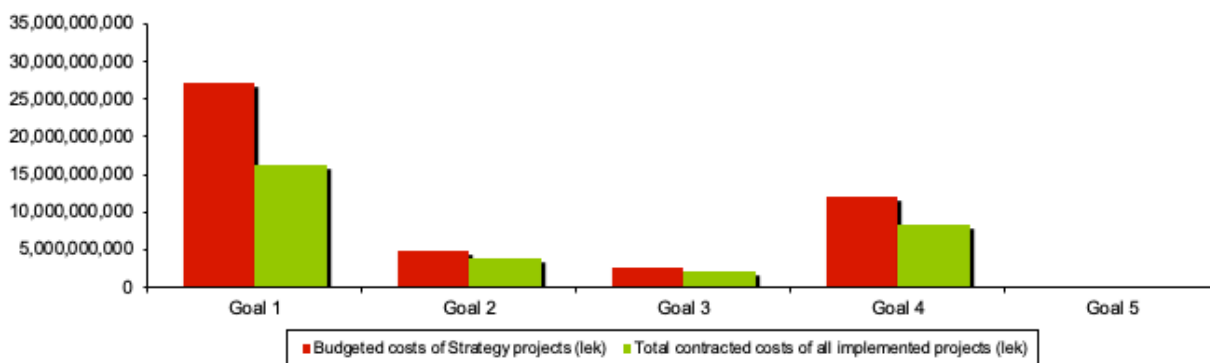
1	5	2	4	Construction of an aqua games area	1														
1	5	2	5	Construction of library in nature	2	admin cost													
1	5	2	6	Coverage of Farka with public services	2	915,784,578	357,314,628	39	x	x	x								
2	1	1	1	Design and construction of 17 schools and 10 new kindergartens (with PPP)	2														
2	1	1	2	Construction of 4 kindergartens (in addition to those mentioned above with PPP) and 8 new nurseries within 2022	1														
2	1	2	1	Rehabilitation (full or partial) of 43 schools	1	2,394,146,768	1,995,440,834	83	x	x	x								
2	1	2	2	Rehabilitation of 11 kindergartens (4 of which located in rural areas)	1	99,360,331	98,358,877	99	x		x								
2	1	2	3	Needs assessment and implementation of fire prevention measures in educational institutions	1														
2	1	2	4	Installing surveillance cameras in every school in Tirana	1														
2	2	1	1	Delivery of accessible infrastructure for people with disabilities in all schools in Administrative Units no. 4, 5 and 6 (which have the largest number of children with disabilities)	1	72,900	72,900	100											x
2	2	1	2	Needs assessment for disability inclusive infrastructure for schools in all the other Administrative Units of Tirana	1														
2	2	1	3	Needs assessment to increase accessibility in educational infrastructure in rural areas	1														
2	2	2	1	Piloting of 'Schools as Community Centres' programme in at least 10 schools in Tirana (5 in centre, 5 in the new development centres) (2018-2019)	1														
2	2	2	2	50 additional primary and secondary schools in Tirana participating in the 'Schools as Community Centres' programme	2														
2	2	2	3	Piloting this programme in a rural area (in Shengjergj)	1														
2	3	1	1	Masterplan of Student City, 11 new residences	2	938,497,364	925,064,780	99			x								
2	3	1	2	Feasibility study for construction of a new building where will be concentrated all residences of secondary vocational schools	1	500,000,000					x								
2	3	2	1	Rehabilitation of 27 student residences in Student City	2	458,196,600	452,013,500	99			x								x
2	3	2	2	Rehabilitation of 4 buildings: Student Treatment no. 2, Faculty of Medicine and Faculty of Engineering	1	394,626,794	394,249,295	100			x								
2	3	2	3	Rehabilitation of 4 buildings: Student Treatment no. 2 and service buildings	1														
2	3	3	1	Student Residence no. 1: cafeteria, library, media and sports centre, 3 hotels	2														
2	3	3	2	Archive digitization and development of electronic system for student registration and accommodation	2														
3	1	1	1	One-Stop Shop for businesses and citizens	1	admin cost													
3	1	1	2	More electronic services: e-Albania, e-Government	2														
3	1	1	3	Interconnecting national and local databases	1														
3	1	1	4	Digitization of institutions' administrative processes and procedures	2														
3	1	1	5	Development of farmers' register for 12 Administrative Units	1														
3	1	1	6	Tirana HUB - Economic portal	1														
3	1	2	1	Updating property borders in 13 rural Administrative Units and registering Land Use Acts (AMTP) of agricultural lands	2	admin cost													
3	1	2	2	Improvement of the irrigation and drainage system in Tirana	1														
3	1	2	3	Mapping available assets in Tirana and incentivising businesses to use them through fiscal amenities or low rental rates	2														
3	1	2	4	Creation of an aggregator (collection & trading point) in Tirana	1	285,222,770	196,117,975	69	x										
3	1	2	5	Needs assessment for markets in the territory of the municipality	1	admin cost													
3	1	2	6	Creation and functioning of daily markets	1	468,062,736	199,659,253	43	x	x	x								
3	2	1	1	Financial schemes (grants) supporting social business start-ups (women, youth, etc.)	2														
3	2	1	2	Assessment and information packages concerning financial institutions that support financially new and existing businesses	1	admin cost													
3	2	2	1	Design of favourable fiscal packages for farmers	1														
3	2	2	2	Design of favourable fiscal packages for social businesses and start-ups	1	admin cost													
3	3	1	1	Technology and Economic Development Area, TEDA	1														
3	3	1	2	Evidencing and creation of possible clusters	2	admin cost													
3	3	2	1	Artisan centre	2	admin cost													

3	3	2	2	Business incubators	1	admin cost													
3	3	2	3	ICT Pyramid	2	1,961,883,969	1,682,958,359	86	x	x	x								
3	3	3	1	Opening of at least 300 km of paths for hiking, cycling, etc, and equipping them with signage	1														
3	3	3	2	Creation of large tourist maps located at main entrances of each unit, to guide tourists in the area	1														
3	3	3	3	Branding of Tirana	1														
3	3	3	4	City Tax Register: Development of local database on accommodation units in Tirana	1														
3	3	4	1	Strengthening of role of the municipality as an intermediary between businesses and job-seekers	1	admin cost													
3	3	4	2	Concrete projects that increase cooperation with universities in order to create more employment opportunities for students	1	admin cost													
3	3	4	3	Trainings, capacity building according to type of business	1														
3	3	5	1	Development of Platform for Sustainable Development of the Local Economy 2019–2022	2	admin cost													
3	3	5	2	Development of six plans for forestry expansion	1														
3	3	5	3	Encouraging Eco-friendly businesses and assisting existing businesses that want to become green	1														
3	3	5	4	Identification and branding of traditional products of Tirana	1														
4	1	1	1	Reduction to three lanes for cars and use of space for two dedicated bicycle lanes along Rr. Durrësit	1														
4	1	1	2	Dedicated lanes in Rr. Dibres	1	37,867,243	32,439,327	86		x									
4	1	1	3	Pavement rehabilitation alongside River Lana with provision of space for bicycle lanes in two directions	1														
4	1	1	4	Dedicated lanes throughout the New Boulevard	1														
4	1	1	5	Dedicated lanes in the Third Ring Road	1	24,623,424	18,586,537	75	x										
4	1	1	6	Counter-direction dedicated lanes along Myslym Shyri Street	1														
4	1	1	7	Increase in quality and signalling system of bicycle lanes along Kavaja Street	1	same as 4.1.1.2	same as 4.1.1.2		x										
4	1	2	1	Increase in parking places for bikes	1	300,000	300,000	100				x							
4	1	2	2	Increase in bicycle rent spots	2														
4	1	2	3	Promotion of cycling	1														
4	1	2	4	'Mobike'	2														
4	2	1	1	Improvement in public parking service quality (with payment) in streets, squares, above and below ground	1														
4	2	1	2	Diversification of payment methods in squares	1														
4	2	1	3	Increase in administrated public space for paid parking	1														
4	2	1	4	Construction of squares (ground only)	1														
4	2	1	5	Improvement of infrastructure in residential parking space (dedicated)	1														
4	3	1	1	Development of segments that go through the Orbital Forest perimeter	2	740,223,909	140,223,909	19	x										
4	3	2	1	Development and implementation of Central Park in the New Boulevard	2														
4	3	3	1	Selection of a category of buildings (schools, public institutions, or buildings of a specific street segment, etc.)	1	7,012,010	6,862,010	98	x										
4	3	4	1	Bridge connecting the city's green corridors with the Orbital Forest	2														
4	3	4	2	Bridge connecting the Orbital Forest with the Grand Lake Park	2														
4	4	1	1	Increase in the number of suburban lines	1														
4	4	1	2	Improvement of bus network to connect high density junctions	1														
4	4	2	1	Electric buses	1														
4	4	3	1	GPS equipment	1														
4	4	3	2	BUS app	2														
4	5	1	1	Requalification of urban infrastructure in residential blocks	1	2,386,137,602	1,086,068,658	46	x										
4	5	2	1	Building and rehabilitation of playgrounds	1	146,524,955	103,280,923	70	x										
4	5	3	1	Projects in co-financing with the community	1														
4	6	1	1	Construction of underground containers in high impact areas	1														
4	6	1	2	Equipping of public containers with bottom sensor to monitor waste service	1														
4	6	1	3	Identification and completion of existing landfill map with additional containers spots	1														
4	7	1	1	Investment and rehabilitation and expansion of potable water distribution system	1	8,430,712,801	6,668,667,110	79	x										
4	7	2	1	Expansion of underground sewerage, to eliminate wastewater that flows into the River Lana	1	same as 4.7.1.1	same as 4.7.1.1												
4	7	2	2	Fully functional wastewater treatment plant	1														

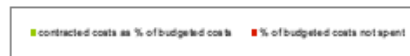
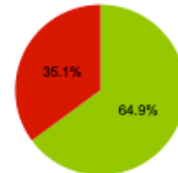
4	7	3	1	Development of a system that accurately measures the production, transmission, accumulation and supply with water for every consumer	2											
4	7	3	2	Development of a system that identifies illegal connections, technical losses, etc.	2											
4	7	4	1	Awareness campaigns for the policies and importance of financial stability in the Water Supply and Sewerage Utility of Tirana	1											
4	7	4	2	Implementation of agreements with subscribing families for debt payments	3											
4	7	5	1	Projects on water sales growth, reduction of maintenance expenses, new tariffs, received payments, etc.	1											
4	7	6	1	SCADA system: Installation, implementation and surveillance	2											
4	8	1	1	Expansion of the public cemetery space in Sharra and Tufina	2	343,878,650	147,408,869	43	x							
4	8	1	2	Development and implementation of mural cemetery in Sharra and Tufina	1											
5	1	1	1	Improve 'Tirana Ime' app	1											
5	1	1	2	Increase Tirana City Hall transparency through annual publications	1											
5	2	1	1	Coordinate between local and central institutions for on-site checks of businesses	1											admin cost
5	2	2	1	Undertake study to assess possibilities for reducing operational expenses	1											admin cost
5	3	1	1	Develop electronic system for performance evaluation of administrative staff	1											
5	3	1	2	Develop an e-Learning and e-Library platform	1											
5	3	1	3	Install digital system for management of strategic projects and workplans	2											admin cost

6.8 Status of Strategy projects financing

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Budgeted costs of Strategy projects (lek)	27,115,459,167	4,784,900,757	2,715,169,475	12,117,280,594	0
Contracted costs of Strategy projects (lek)	16,187,225,673	3,865,200,186	2,078,735,587	8,203,837,343	0
Contracted costs of not Strategy projects (lek)	0	0	0	0	0
Total contracted costs of all implemented projects (lek)	16,187,225,673	3,865,200,186	2,078,735,587	8,203,837,343	0

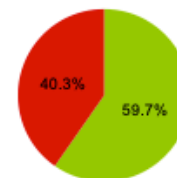


		contracted costs as % of budgeted costs	% of budgeted costs not spent	budgeted minus contracted costs
Budgeted costs of Strategy projects (lek)	46,732,809,993			
Contracted costs of Strategy projects (lek)	30,334,998,789	64.9%	35.1%	16,397,811,204
Contracted costs of not Strategy projects (lek)	0			
Total contracted costs of all implemented projects (lek)	30,334,998,789			



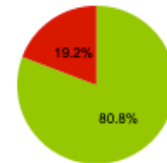
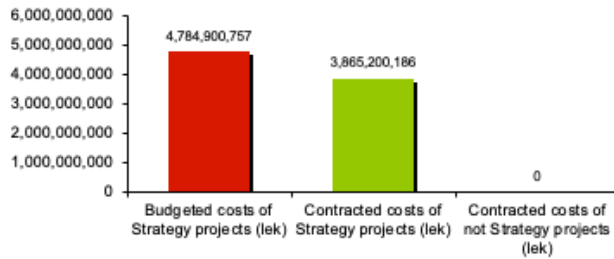
Status of Strategy Goal No 1 financing

		contracted costs as % of budgeted costs	% of budgeted costs not spent	budgeted minus contracted costs
Budgeted costs of Strategy projects (lek)	27,115,459,167			
Contracted costs of Strategy projects (lek)	16,187,225,673	59.7%	40.3%	10,928,233,494
Contracted costs of not Strategy projects (lek)	0			
Total contracted costs of all implemented projects (lek)	16,187,225,673			



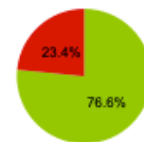
Status of Strategy Goal No 2 financing

		contracted costs as % of budgeted costs	% of budgeted costs not spent	budgeted minus contracted costs
Budgeted costs of Strategy projects (lek)	4,784,900,757			
Contracted costs of Strategy projects (lek)	3,865,200,186	80.8%	19.2%	919,700,571
Contracted costs of not Strategy projects (lek)	0			
Total contracted costs of all implemented projects (lek)	3,865,200,186			



Status of Strategy Goal No 3 implementation

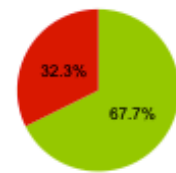
		contracted costs as % of budgeted costs	% of budgeted costs not spent	budgeted minus contracted costs
Budgeted costs of Strategy projects (lek)	2,715,169,475			
Contracted costs of Strategy projects (lek)	2,078,735,587	76.6%	23.4%	636,433,888
Contracted costs of not Strategy projects (lek)	0			
Total contracted costs of all implemented projects (lek)	2,078,735,587			



Status of Strategy Goal No 4 implementation

		contracted costs as % of budgeted costs	% of budgeted costs not spent	budgeted minus contracted costs
Planned costs of Strategy projects (lek)	12,117,280,594			
Actual costs of Strategy projects (lek)	8,203,837,343	67.7%	32.3%	3,913,443,251
Actual costs of not Strategy projects (lek)	0			

Total actual costs of all implemented projects (lek) 8,203,837,343



Status of Strategy Goal No 5 implementation

		contracted costs as % of budgeted costs	% of budgeted costs not spent	budgeted minus contracted costs
Budgeted costs of Strategy projects (lek)	0			
Contracted costs of Strategy projects (lek)	0 ✓	#DIV/0!	✓ #DIV/0!	0
Contracted costs of not Strategy projects (lek)	0			
Total contracted costs of all implemented projects (lek)	0			

