

CAPTALISATION OF LOCAL WASTE MANAGEMENT PLAN IN SHIJAK MUNICIAPLITY



INTRODUCTION

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Contents

INTRODUCTION	1
MAIN FEATURES OF LWMP CAPITALISATION	2
GOOD PRACTISE	2
PARTNERSHIP/SYNERGIES	3
TRANSFER PROCESS/DISSEMINATION	4
LESSONS LEARNT	6
VIEW ON THE GROUND	6
INSIDE VIEW	6
MORE INFORMATION	7

PROGRAMME PHILOSOPHY

DLDP is, by nature, a technical assistance programme which creates links between local government units in the northern regions of Albania. DLDP supported the capitalization of the LWMP of Shijak regarding the experience and good practices collected aiming of analysing, transferring and disseminating good practices. It helps increase the effectiveness of regional and local development policies in the waste management selected field.

NOTE: The methodology presented in the leaflet is valid for similar Capitalization projects. Nevertheless, when developing a project, the specific conditions of a particular call must be carefully followed as they may be changed or limited.

MAIN FEATURES OF LOCAL WASTE MANAGEMENT PLAN CAPITALISATION

The Capitalisation of Shijak LWMP is designed to facilitate the transfer of new practices from Shijak to another local unit. The focus of this capitalisation lies on the transfer process, after the good practice has already been identified more specifically:

- Identify **the good practices** emerged from project implementation;
- Create **synergies** between other stakeholders and projects in order to foster exchanges of common interests on challenges and needs;
- Ensure that results and findings are diffused and **transferred** to a large number of stakeholders by means of specific tools;
- Dissemination and transfer of good practice and results within potential interested sectors and entities.

STARTING POINT – GOOD PRACTICE

The good practise identified in this document is based on the PROCESS which followed the development, implementation and then endorsement of the local waste management plan by Shijak municipality.

The good practises is mainly built on the performance based indicator (PBI) methodology developed by dldp, the development of pilot projects for the implementation of the LWMP and the visibility measures undertaken to ensure local ownership and transfer process to the citizens.

CORE ACTORS – PARTNERSHIP

During the implementation of LWMP project, MiA followed a two-track approach to align her efforts with the national policies and strategies regarding waste management and the local obligations and means while strengthening partnerships and synergies with other programmes, initiatives and project which existed in the region.

MAIN ACTIVITY – TRANSFER

Once the good practise was identified and selected from the whole LWMP process, MIA focused in developing the best tools and mechanisms to transfer the good practise to local beneficiaries and beyond. As such, MIA used the typical tools for exchange of experience through the organization of various workshops, seminars, study visits in the area, staff exchange experiences, and various outreach activities. MiA also made sure that all social interaction communications were used to disseminate the finding widely beyond the timeframe and scope of the project itself.

MAIN RESULT – LESSONS LEARNT

One has to bear in mind the challenges faced during the whole transfer process. Unfortunately there is not one suit fits all, hence the whole process depends on the main partners and their wish to change things. Shijak municipality was a helpful partner to work with, very committed and eager to learn. The challenge remains with the frustration existing due to lack of capacities and resources in place, proper infrastructure and multitasking for the municipal staff involved in the process.

GOOD PRACTISE

The Implementation of Performance Based Indicator (PBI) methodology was a novice practice for municipality staff.

They learned that:

- Even the score for several indicators was high (in the baseline) still the accuracy was low, meaning more should be done to document it, improve the service and satisfy the citizens. Indicators are also crucial part of the monitoring program developed.
- Despite there was decrease in some of the indicators monitored by the end of 2016 (compared to baseline), still it should be emphasized that the

data and/or figures now are correct and its accuracy is increased (from low to medium).

Beyond the PMI methodology, the starting of the cleaning service for the first time in Gjepalaj was a good practice in the first place. The cleaning company put more efforts and infrastructure in the Administrative Unit (AU) of Gjepalaj in order to educate people not to throw burn or dump waste in nature and create new hot spots. The local community appreciated it. During the organization of the fair of ideas it was obvious the effect of the improved service and the willingness of community not to burn waste and pay the tariff.



The design and implementation of the Pilot Project “Shijak Recycle – Join us!” was based on needs and vision of the citizens. The chosen area will bring a qualitative change not only because it is an old traditional area, but also due to other extra investments done by municipality in the field of infrastructure waste management (small waste bins placed in the pedestrian zone). Infrastructure was supported with “door to door” awareness rising campaign. Through such information municipality aimed to create a new behaviour among citizens to start segregation of waste at home. Municipality should be avant-garde. That is why the same type of waste colour containers (small size) are placed in each administration building.



Awareness activities organized in schools showed to be very effective and desirable by school children. Such experience has motivated even two Peace Corps volunteers assisting municipality of Shijak to be part of Milieukontakt activities and also go further in creating environmental club in the high school of Shijak City. The group got motivated by the visit organised in June in one of the recycling companies and got the initiative to separate paper and plastic in some of the schools of the municipality. Municipality facilitated the communication with the cleaning company to collect the recyclable waste and cover transport to the recycling businesses. It served as a test on citizens’ behaviour. Sharing of information with other schools of Albania (where Peace Corps volunteer are present) raised interest of the later one to start such initiative in their schools too.

Concrete and direct actions in community. Invite citizens to change behaviour and be part of regional and national campaigns – Think Globally and Act Locally.

PARTNERSHIP/SYNERGIES

Involving stakeholders

The right stakeholders are very important for the capitalisation of this project. In this context, MIA involved and sought cooperation and partnership in each Administrative Unit with the elders, citizens, schools and businesses. They are the real key stakeholders and key to your success!

Specifically, the **main beneficiaries** of the intervention were:

- Local administration and councilors;
- Inhabitants;
- Businesses (including recycling businesses);
- NGOs;
- Schools;
- Regional Environment Agency and other institutions related with waste management;
- Local media.

Throughout the process of LWMP a key element was the design and implementation of a strategy of broad participation and public information. In this context, Shijak Municipality and the working group conducted consultation meetings with the public in 4 administrative units, carried out awareness and demonstration activities with students of 9-year-schools in each AU, the pilot project, and promotion in the main squares of the city and also with local media. Comments, suggestions and public discussions were taken into account in the final version of the plan.

Partnership was developed together with the cleaning company and was based not on controlling and supervision terms, but on building relations and on the spot reactions. For example the company was invited in the workshops and training organised to be part of the plan and to react on the problems or the concerns of the public. Due to such approach and openness from the cleaning company it was developed another partnership with the youth group “Ambassadors of Environment” in the field of recycling initiatives.

Different PR tools were used to invite citizens to pay cleaning service tariff. The spot of 76 seconds was launched during December and broadcast in local TV and radio.

TRANSFER PROCESS/DISSEMINATION

The transfer from Shijak municipality to other LGUs is designed to open traditional learning opportunities to other municipalities and or entities that have been unable for a variety of reasons to start integrated waste management. Whether the transfer process provides such opportunities

is a timely and relevant research question made often in these times of national developments in the waste sector and government intentions but diminishing citizens right to leave in a healthier environment. As this capitalisation document will demonstrate, while LWMP are developed over the past years, challenges continue at the implementation level and cost coverage ratio of the service for most of the LGUs.



In the beginning of 2016 Municipal structure was not finalized (in terms of recruitment) and especially specialists dealing with waste management in the first months of the project. New personnel have been recruited without previous experience. Meetings were held with them to assess the needs, address them and invite to be part of the WG and further developments with the planning process; Description of their ToRs are prepared and it will be supported with a detailed annual action plan and monitoring plan..

Expertise of local staff in participatory planning processes was limited. A training on waste management plan was designed and held for two types of participants (experienced and non-experienced persons) using combination of facilitation methods for community involvement. Training was followed with performance monitoring indicators document double checked with officials of the municipality. Starting from this year annual targets and check of the achievements will be easier and a very helpful tool for municipality.

Engagement/Commitment of the business sector and other important actors in the LWMP. Pilot project was foreseen on business sector and started with the training on 3Rs. Even though with changes the pilot project is addressing small businesses operating in the area. Participation of other actors was addressed during public meetings and local fair of ideas.

At the end of the project there were still some issues that need attention from the political and decision making level in order to be addressed for the near future as for example:

- Planning for a municipal landfill in order not to depend from any change in the policy of Durres Municipality on functioning and limitations of actual landfill (Porto Romano). Feasibility study prepared for the regional landfill of Durres was shared with the municipality in order to consult and if appropriate make use of the information on potential sites for landfill within their territory (Maminas area).
- Local policy on green, construction and bulky waste as the area is diverse and a mix of urban, industrial.

Capacity development also means understanding that development needs are embedded in a wider context and must be addressed in a sustainable manner. To achieve these, intervention is needed in three levels:

1. **Human Resource Development** – by providing **coaching** on technical specifications based on the performance indicators. Restructuring of the sector was a must. In the municipality organogram was identified another positions that can take over in their job description, part of the tasks for waste management.

2. **Organizational Development** - Municipality was assisted for the preparation / development of respective **job descriptions** for the personnel/experts covering waste management. At least 2 full time persons with clear tasks

and responsibilities on waste planning, supervision and budgeting are crucial to establish practices and standards to be followed. Since the number of municipality staff is limited, in each unit elders will be engaged to monitor the cleaning service contract and address issues in municipality and city council. **Involvement of citizens and other interested stakeholders** (recycling business) in different parts of the process was of a help in achieving transparency principle.

3. **Institutional Development - legal assistance** in developing the technical specifications for the cleaning service based on the models actually other municipalities are using and dldp models used in previous projects/consultancies. **Internal regulation** was an output of the consultancy where methodology and monitoring indicators are defined. During the process of public procurement and of execution of cleaning service contract will be documented all **forms and documents** that will be developed.

Its dissemination will be communicated and shared through the following tools and actions:

- **Expertise** to build and manage knowledge on waste management;
- **Website** and social media usage by providing easy access to knowledge and know-how around waste management and good practices in Shijak municipality and all over Albania;
- **Participation in other stakeholder events** to present case study and experience in Shijak municipality;
- **Cooperation with other organizations/ programmes, etc.** operating in the area of waste management and other fields of interest.

LESSONS LEARNT

The work with municipality and its staff has been intensive and with proactive initiative from the SP side. Taking into account that municipality was exposed towards several developments in the plan of territorial reform needed lots of site visits and meetings with the staff. Information available in the municipality (data, studies, research, etc.) was limited or inexistent, causing delays and assumptions in the preparation of the current analyze. Due to expert experience, information has been deducted from different materials direct or indirect related to waste management.

Team of Milieukontakt achieved to establish a good relationship since the start and participatory methods used resulted flexible enough to accommodate requests of municipality and dldp.

Continuous discussions and meetings held with dldp staff and experts were valuable and supportive during the process.

VIEW ON THE GROUND

LWMP for Shijak it is a very important document for the next 5 years. It was an identified need during Functional Area Programme implemented in 2015. With the financial and technical support offered it was made possible to plan targets but also to invest in basic infrastructure (containers of different size) that will considerably improve quality of the cleaning service offered in the whole municipality territory.

Drafting plan process was a good possibility for increasing capacity of the staff in analysing the problem, identification of needs, defining the vision in close cooperation with all stakeholders, but also in exchanging experiences and best practices with other LGUs.

Shijak administration is committed in monitoring and implementing identified activities in time and in good quality. At the same time we will make possible involving community for a clean municipality! – said Mr. Adrian Kokomani, mayor of Shijak Municipality.

INSIDE VIEW

“The Project has changed the people mind-set. Despite all the sceptical thoughts at the beginning, the results were immediate with the placement of the waste bins and the people started to believe the change. There was a lot of citizen’s feedback regarding the right place for the waste bins. The citizens in the AU Gjepalaj have started to properly place their waste inside the bins. At the same time the citizens in Ardhishte Qender are separating their waste according the proper waste bin. The project was a novice and has changed people culture for the care towards environment. Further, I think that the project contributed positively in educating children and youth on waste management and environmental protection”, - Egla Reka from Gjepale Administrative Unit.

MORE INFORMATION

The project in brief	
<i>Name:</i>	Local Waste Management Plan of Shijak Municipality
<i>Partners:</i>	Municipality of Shijak; Milieukontakt Albania
<i>Project objectives:</i>	<ul style="list-style-type: none"> • To prepare an integrated local waste management plan through a participatory process for Shijak Municipality; • Technical capacity building of municipality authorities dealing with waste planning and management;
<i>Target group:</i>	<ul style="list-style-type: none"> - Administrative Units in Shijak Municipality, - Inhabitants, - business community, - recycling associations, - cleaning companies, - schools; - Cleaning company;
<i>Period:</i>	February – December 2016
<i>Population:</i>	44,676 (Civil Registry 2016 statistics); 27,861 (Census 2011)

Amount of waste t/year:	9,804 t/year or 26.9 t/day
Amount of waste kg/person:	0.79 kg/unit/day
<i>Project budget:</i>	117,934 EUR
<i>Financed:</i>	Swiss Agency for Development and Cooperation; Helvetas Intercooperation; DLDP; Municipality of Shijak

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- Dldp methodology on local waste management preparation;
- Analyze of public perception on waste management in Shijak, developed by MiA, Tirana, April 2016.
- Functional Area Program for Shijak municipality, developed by dldp, 2015;