

HELVETAS SWISS INTERCOOPERATION DLDP

Achievements and perspectives in the waste sector in Albania

Lausanne, 14.12.2017
EX00114.940

CSD INGENIEURS SA
Chemin de Montelly 78
Case postale 60
CH-1000 Lausanne 20
t +41 21 620 70 00
f +41 21 620 70 01
e lausanne@csd.ch
www.csd.ch

CONTENTS

1. INTRODUCTION AND OBJECTIVE	5
2. MAIN ACHIEVEMENTS IN THE SECTOR	5
2.1 In brief	5
2.2 Dldp long term intervention	6
2.2.1 Extension of the service	7
2.2.2 Planning through cost models > affordability	8
2.2.3 Increased awareness among stakeholders of the sector	9
2.2.4 Centers of competencies	10
2.2.5 ASPA trainings	10
2.2.6 Influence of policies	11
2.2.7 Data management on planning, monitoring and tariff collection	11
3. WHAT REMAINS TO BE DONE, ACCORDING TO THE DEMAND OF THE SECTOR	12
4. WHERE SHOULD DLDP FOCUS THE INTERVENTION IN 2018 TO CLOSE THE THIRD PHASE?	13
5. BEYOND DLDP, SYNERGIES WITH OTHER PROGRAMS AND DONORS?	14

LIST OF FIGURES

Figure 1 : extension of the service in Lezha Municipality	7
---	---

APPENDICES

Appendix A Possible action lines on waste	17
---	----

DISCLAIMER

CSD confirms having executed and performed the mandate with the requested diligence, that the results and conclusions are founded on the current status of knowledge as described in the report and that these have been developed in accordance with the generally accepted principles of the relevant field and to the best of one's knowledge.

CSD assumes that:

- all information and documentation presented to it by the principal and third parties are genuine, complete and true;
- the results of the present report will not be used in part;
- the results of the present report will not be used for a purpose other than agreed upon and may not be applied to another object or to changed circumstances.

Otherwise, CSD disclaims any liability for damages of any kind.

If a third party uses the results of the present report in order to take decisions, CSD disclaims any liability for any kind of direct or indirect (consequential) damages.

1. Introduction and objective

This report aims at presenting dldp's achievements in the waste sector, through its long term intervention, starting from 2010.

The report is articulated around four main questions:

1. What has been achieved in the sector through dldp interventions?
2. What remains to be done, according to the demand of the sector?
3. Where should dldp focus the intervention in 2018 to close the third phase?
4. Where are the synergies with other programs and donors?

The content is based on information captured along the long term of dldp support activities, but especially on a mission realized in November 2017, interviews of dldp partner municipalities' and service providers, dldp staff and interview of other municipalities, to evaluate the level of the sector, beyond dldp partner municipalities.

2. Main achievements in the sector

2.1 In brief

The frame hereunder provides an overview of dldp main achievements, which are further developed in the next chapter.

Table 1 : dldp main achievements

dldp Outcome	Relevant achievement	Evidence, relevant case of good practice	Perspectives, remaining tasks
1. Partner municipalities have consolidated their planning, financial and administrative management capacities for quality service delivery	Extension of the service in partner municipalities	Lezha 66% => 91%, Shijak 81 => 100%, In Shkodra, the cleanliness of the city increased massively and the environmental impact of waste management decreased a lot: the waste are no more dumped in the river or the forest, but properly stored in Bushat landfill.	Dumpsites management Introduction of "VIP", "3 stars" service in touristic areas Introduction of 3R
	Costs based methodologies for planning	Elaboration of costed scenarios and plans, that allow the authorities taking decisions based on evidences.	Implementation of the by-law on cost and tariffs, definition of standards on cost calculation and planning.
	Data management on planning, monitoring and tariff collection	Implementation of monitoring (Shkodra, Lezha, Shijak), track of measures on waste production, collection points registered on GIS, better management of the company delivering the service. Creation of a digitalized register of clients in Shijak.	Reinforcement of monitoring, introduction of GIS and GPS. Completion of database of clients, use a unified database for all public services.

dldp Outcome	Relevant achievement	Evidence, relevant case of good practice	Perspectives, remaining tasks
2. Functional mechanisms are in place, through which dldp key products are accessible, used and disseminated by national actors	Increased awareness among the stakeholders of the sector	Involvement of Shkodra authorities in the thematic, involvement of the Minister of Environment, successful public hearings lead by the municipal staff in Shijak, Shkodra, Malesia Madhe.	More efforts are needed to raise the awareness of the citizens toward their responsibilities.
	Creation of the centers of competences	Technicians use this network of professionals to share experience. Centers of competencies are seen as a good platform to raise the attention of national level on waste issues at local scale.	Maintain this network, through its institutionalization
	ASPA trainings	Participation of all the municipalities, countrywide.	Update the curricula, to follow the evolution of the sector and train the technicians.
3. Contribution to a more conducive national decentralisation policy and legal frameworks	Influence on policies	By-law on costs and tariff (on process of approval). Amendment of the legal framework to allow technical intervention to reduce the risks of the dumpsites (on-going by Ministry of Environment).	Introduction of standards on service delivery, cost, budget, tariff. Strengthen local legislation and regulation on waste.

Dldp started in the sector in 2010 to address the demand of the local governments to deliver the service in their municipalities. Now, the focus has slid from the logic to **deliver** the service to the willingness to **manage** the service properly, through clients management, communication, monitoring and finances improvements.

2.2 Dldp long term intervention

Dldp started intervening in the sector in 2010, on demand of local governments to support the local waste management plans elaboration and tendering process to contract the private company delivering the service. Since then, dldp supported strongly the development of the sector both at local and national levels, aiming at:

1. strengthening the municipalities in their capacity to plan, deliver and monitor a performant and affordable service,
2. building capacity in the sector through trainees and tools diffusion,
3. supporting policy and legal framework development in the sector.

These objectives are reflected in dldp logframe. Beyond this, dldp has also been dedicated to:

4. strengthening the understanding of municipalities and local service providers in the tasks of planning, financing, contracting and supervising public services,
5. strengthening the municipalities in financing the service with local resources (tariffs collection) and application of polluter pays principle, through the application of tariff setting.

Main achievements are developed hereunder.

2.2.1 Extension of the service

Waste collection

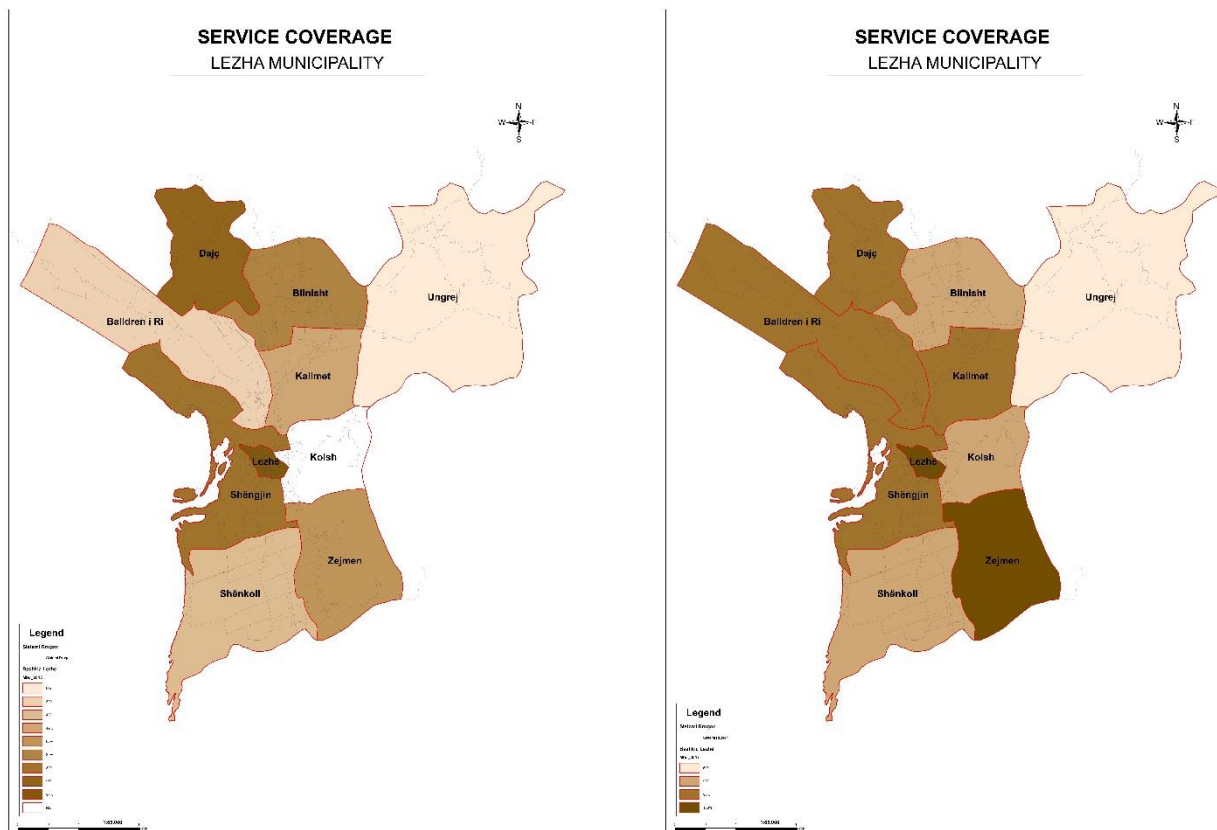
Dldp contributed to increase the extension of the service in the partner municipalities, thanks to capital investments in bins and trucks, but also thanks to a strong planning and budgeting process. The methodology developed and presented in the manual “Local Waste Management Planning” (2012), aims at optimizing the service and particularly, the collection roads. An efficient planning allows using the equipment (trucks + bins) to its full capacity, and thus, reducing cost per unit and enlarging the served areas. Following this methodology, the purchased equipment allowed delivering the service regularly, in all the urban areas, as a first step.

After the territorial reform (TAR), the Municipalities inherited large territories, included rural, beaches and remote areas, where the service was not or partially delivered. Dldp strengthened the municipalities in the planning process and through investments, to allow an extension of the service, which is reflected through the figures below:

Municipality	Service coverage 2015	Service coverage 2017
Lezha	66%	91%
Shijak	100% urban areas, 81% rural	100% urban areas, 100% rural
Malesia Madhe	84% urban areas, 28% rural	95% urban areas, 45% rural
Puke	55% urban areas, 28% rural	73% urban areas, 35% rural

Shkodra and Dibre did not show evidences as the new plan was not yet implemented. In both municipalities, the service was extended in the rural areas and even in remote areas in Dibre, considering specific schemes for these mountainous regions.

Figure 1 : extension of the service in Lezha Municipality



Service coverage in 2015 : 66%

Service coverage in 2017 : 91%

Transport and disposal

100% of waste produced in the partner municipalities were dumped until 2013, in river banks, forest or other inadequate site. This situation changed through dldp intervention, thanks to awareness raising of the political level and dialog facilitation among the municipalities using the regional landfill of Bushat and the municipality owning the landfill. Now:

- Nearly 100% of waste collected in Shkodra Municipality are now transported and disposed in Bushat landfill, in compliance with the law.
- 75% of waste collected in Lehza Municipality are now transported and disposed in Bushat landfill, in compliance with the law.

In Dibre municipality, dldp supported light infrastructure intervention on the dumpsite of Peskopi, with the objective to reduce the risk toward the health and the environment and to legalize the site for a transitory period, until a sanitary landfill is constructed. These light civil works are accompanied with procedures on safe operation of the dumpsite, allowing to reduce the environmental impact. Technical staff will be trained, as a safe and professional management of the dumpsite is essential to guarantee the risk control of the dumpsite.

The case of Dibre was elected by the Ministry of Environment as an example to be replicated countrywide starting with the 6 months emergency plan on waste (2017-2018).

2.2.2 Planning through cost models > affordability

One of dldp main achievements in the sector is the introduction of a cost model on waste management planning. Through its various activities on waste, dldp maintained a constant focus on costs, in order to raise the awareness of the sector: from the local waste management plans to the national strategy, dldp always advocated the need to cost the objectives and the actions, in order to:

- assure the feasibility of the plans,
- allow the authorities to take decisions based on evidences: objectives + related costs,
- allow the authorities to introduce budget and tariffs based on evidences,
- allow the authorities to and private company to develop contract, tender procedures, supervision and control of payment based on evidences.

Shkodra vice mayor :

« dldp support and approach made us start thinking rationally in the process of decision making. As a politician, I feel more comfortable to take the right decisions, as I have been informed on technical and financial challenges of the different options that were evaluated.»

This philosophy was translated into 2 methodological documents:

- “Local Waste Management Planning” (2012) and related cost model
- “Manual on performance based services” (2017), which considers the notion of affordability in the planning process of the service

In the past, the sector suffered from unrealistic objectives, mainly based on EU legislation, set in national plans and translated in the law. Dldp supported the policy dialogue at national level, to orientate a legal framework that would consider the reality of Albanian municipalities and set objectives consequently, based on evidences, comparing the cost of the planned actions and the possibilities of the municipalities (cost vs tariff). The impact of dldp is perceptible at both national and local level:

National level:

- A by-law on cost and tariff is under approval, based on dldp methodologies (cost and tariff setting)
- Dldp was asked to provide tools to cost the new strategy on waste management

Local level:

- All municipalities have been trained to the methodology on cost calculation through the ASPA trainees (see § 2.2.5) and therefor benefit from a methodological base to calculate their costs (investments and budget of operation). All interviewed municipalities confirmed that these trainees helped them a lot understanding and structuring the cost of the service in their municipality. Nevertheless, some admit not mastering the tool and still needing assistance of external service provider to properly calculate the cost of the service.
- In Shkodra, the understanding of the relationship between the level of service provided (standard), the cost of the service and the level of tariff to be set and paid by the citizens to cover the cost is particularly relevant. The Municipality of Shkodra has carried out open public discussion in each neighbourhood in the city and every Administrative Unit, presenting different scenarios and related costs and tariffs. These discussions have helped the municipality to define the standard in accordance with the requirement and affordability of the community.

2.2.3 Increased awareness among stakeholders of the sector

Dldp participated to raise the awareness of the stakeholders of the sector and to start building a common understanding and language on waste issues. This achievement is the result of a long term support in the sector and a close follow up of the stakeholders at local and national level as well as the development or support to national platforms on waste management: national trainees, centers of competencies, national conferences, regular meetings and workshops with the donors of the sector, involved ministries and private sector.

The interviewed persons in charge of the waste management at municipal level mentioned that their work was facilitated after dldp intervention, for two main reasons:

1. As they have a better understanding of the sector, they feel more comfortable with their task and the legitimacy of their position. Particularly in Shkodra, Shijak, Malesia Madhe and Dibre, municipal staff mentioned that the public hearings were successful, because they could go toward the population, knowing exactly what they were talking about.
2. Not only the technicians but also the political level was trained, which facilitated the discussion, coordination and decision makings in waste. The persons in charge of waste management in Dibre mentioned that the coordination with her boss went much more fluent after dldp intervention. Also vice mayor of Shkodra confirmed that dldp methodologies and tools helped introducing the culture of decision making based on evidences, analysed scenarios and budgets.

Malesia Madhe, head of service :

« The trainees and technical assistance facilitated the communication toward the citizens and improved the perception of the public. We believe that the tariff collection will increase thanks to these public hearings.»

Service provider engaged in Shkodra Municipality, about the public hearings:

During 2017, the Mayor and the Deputy Mayor were primarily engaged on the development of the public hearings regarding two issues:

- *Public hearing on the increase of the cleaning tariff, due to the increase of the landfill tariff. The Staff of the municipality organized 1 Public hearings in all AU of the Municipality with the Community (5 public hearings in AU of Shkodra, 1 public hearing in each AUs and 1 public hearing with the business community). In this round participated 211 representatives from the community, who in principle agreed on the increase of the tariff and welcomed the municipality efforts to show transparency in the tariff increase*
- *Public hearings on the presentations of the plan scenarios for the new three contracts to be awarded next year. Up to 12 public hearings in all the AUs, where the Mayor moderated the meetings most of the time. The community was pleased to be presented with the new services that the municipality will add to increase the service quality. Community from the areas where the service will start soon, in principle agreed on starting to pay the tariff if they will be provided with service.*

The Mayor of Shkodra is an interesting illustration of the involvement of municipal political level in the thematic. In November 2017, Minister of Environment invited all mayors of the country to participate to a meeting to launch the 6 months plan "Clean Albania". Despite of the recommendation of the chief of opposition to boycott this meeting, the Mayor of Shkodra decided to participate, knowing that Shkodra case and experience could feed the discussions at national level. This behaviour shows the strong involvement of political level on waste issues.

2.2.4 Centers of competencies

The creation of the Centers of competencies was mentioned several times by the municipal representatives as one of main dldp achievements. They see a great interest in this structure. Two main reasons to that:

1. The centers of competencies serve as a network of professionals, helpful to exchange experience and good practices. Several technicians mentioned that use this network to asked support to other members of the center of competencies, knowing that he or she already faced a similar situation.
2. These centers are seen as a good platform to raise the voice of local level, to the national level.

Municipalities need external support to help them to plan and implement complex logistical services. This situation is not specific to Albania.

2.2.5 ASPA trainings

Dldp developed 4 modules of training, endorsed by ASPA¹. These trainees, realized in 2016 / 2017 allowed a broad diffusion of dldp tools and methodologies among the 61 municipalities of Albania.

Interviewed technicians from the partner municipalities and other municipalities confirmed that these trainees contributed a lot to build their understanding of the sector, to better plan and cost their activities.

¹ Albanian School of Public Administration

2.2.6 Influence of policies

Two achievements of dldp are particularly relevant for the sector, nationwide.

1. Dumpsites risk reduction

The current legal framework does not allow to intervene technically on non-authorized dumpsites, even to improve their situation and reduce their environmental risks. In the same time, so long as other alternatives have not been implemented, municipalities have no other choice to continue using these dumpsites, without the possibility to legally implement some technical measures to reduce the risk of water contamination, landslide or health issues. Dldp implemented such a project of risk reduction in Dibre (Peskopi dumpsite) and raised the attention of Ministry of Environment. After visiting the site, the Minister decided to replicate the case countrywide and to take legal dispositions to issue permits and allow technical intervention to reduce the risks of these sites and to legalize their use for a **transitory phase**, until safe alternatives are implemented. This is an important step for the sector as every municipality face this same situation.

2. By-law on cost and tariff

Ministry of finance should approve a by-law on cost and tariff, which would provide guidance to the municipalities to calculate their costs and set the tariffs. The objective is to standardize to practice, in order to allow proper comparisons and benchmarking among the municipalities. Dldp has been strongly involved in initiating this by-law and facilitating its approval.

2.2.7 Data management on planning, monitoring and tariff collection

Through the support on planning, monitoring and tariff collection, dldp reinforced the capacities of the municipalities to work with data and evidences.

In Shkodra, dldp supported for the third time the elaboration of the tender documents and contracting processes with the companies delivering the service. The quality of these documents is a good indicator of the evolution of management practices. The initial contracts, before dldp intervention, were based on guessed quantities of collected waste, with no possibility to supervise the work of the company. Now the contracts are based on quantities measured at the landfill and include penalties which are applied to the companies when they do not comply with their ToRs. A strong monitoring system has been implemented in the city of Shkodra. Since then, the cleanliness of the city has increased. This monitoring allows collecting data to take corrective measures when needed and also provide a strong database for further planning.

Shkodra, technician:

« The implementation of monitoring was really pushed by dldp and improved a lot the management of the company and the planning: the results of the monitoring helped us identifying areas where the service was not properly delivered and to follow the waste generation. These data are important for planning.»

A similar situation is observed in Lehza, where the team of supervisors is strongly involved in elaborating weekly reports to the mayor, based on field observations. The contracts of the two companies providing the service since this year are based on a strong analysis of the territory, identification of collection points and analysis of waste quantities. Their invoices are based on quantities measured in Bushat landfill.

Lehza, supervisor :

« Thanks to the inventory of collection points included in the contract of the company, we have a clear picture of the collection plan and the points to be controlled. We are in a better position to do our work.»

The Municipality of Shijak mentions that the implementation of the monitoring system, through the use of whatsapp groups and generation of regular reports helped a lot the service evaluating their performance and to identify rooms of improvements.

Another important step on data management improvement in Shijak is the digitalization of the register of families. When dldp started the collaboration in Shijak in 2015, there was no system in place to follow the payments and debts, which were recorded on a paper base, without any clear update. Now, 100%

of families are registered in a digitalized database and administrative people were trained to properly update this database and to follow the payments.

In other municipalities, as Shkodra, significant improvements on the tariff collection rate were reported when this responsibility was transferred to the water utility enterprise. In Shkodra (urban), 90% of the costs are covered through the tariff collection. 45% in rural areas. Nevertheless, improvements remain necessary as the scope of the water utility enterprises do not match with the scope of the service delivery. Various initiatives are ongoing, supported by dldp, to complete the database of clients.

3. What remains to be done, according to the demand of the sector

Monitoring & reporting / benchmarking / legal framework and information to citizens / municipal data improvement / 3R / School, professional network

Seven main fields of activities were mentioned by the municipalities.

1. Standardization

Municipalities are asking for standards on service delivery, in order to be able to evaluate their situation with national standards.

- *The new strategy should provide some references to set such standards*

The sector also asks for standards on cost, budget, tariff calculation and billing system. Currently, each municipality calculates it according to its own methodology or reference. Standard guidance on cost calculation would allow real comparisons among the municipalities.

- *The by-law on cost and tariff should address this issue. A national institution should be in charge of validating the cost calculation and proposed tariff before the approval by Municipal Council.*

2. Monitoring extension

Monitoring has been implemented in some of the urban centers, where the service is delivered by a private company. Municipalities mentioned their willingness to extend this practice to other areas, on a lower frequency.

The monitoring should also be implemented where the service is public, but the willingness is missing in these municipalities.

- *Reinforcement of monitoring through the implementation of GIS and GPS on the trucks (public and private ones) is an important step, already planned in 2018 in four municipalities. Data collection through GPS will facilitate the planning, monitoring and identification of improvement projects, at local and regional scale. Implemented countrywide, it could support the implementation of a benchmarking, on service extension, based on measured data. Connected to the existing GIS map on waste, it will show a realistic image of the service provided countrywide.*

3. Tariff collection, database of clients to be completed

Client database management, tariff setting and collecting, budget setting and good governance in general are key elements for the sustainability of the service.

Collection rate of family tariff remain very low in the majority of the municipalities (4% to 66%). There is a need to strengthen the database of registered families and businesses, as well as the billing and follow-up processes. This database and process should be centralized and serve all public services.

- *In Shkodra, the billing system is based on the database of the Water Company, however the jurisdiction of the water supply service is smaller than the service area of waste management.*

The municipality launched an initiative to complete the database through its own census, but faced various bottlenecks, mainly time and resource constraints. Other initiatives are currently developed, making use of the One Stop Shop (OSSH). The possibility to develop a soft tool to complete the database, to be implemented on tablets or smartphones is under development with EPFL. The objective would be to allow basic data capture, in field, to complete the database, by operators already working on field, as a complementary activity.

- *Introducing new tools and opportunities given by data now easily available (maps, satellital images,...).*
- *Another objective is to simplify and harmonize the standardization of public database, in linked with OSSH.*

4. Disposal, dumpsites

Lehza and Shkodra dispose their collected waste in the sanitary landfill of Bushat. The distance and related cost of transport is too high for the other municipalities, who dump their waste in municipal dumpsites, usually illegal ones, out of any sanitary or environmental condition, which is the common situation countrywide. Municipalities ask for support to solve these issues on disposal, through the construction of new landfill and/or transfer station and sanitation of existing dumpsites.

- *The initiative of Ministry of Environment on dumpsites should provide a first step on this direction (see § 0). Funds will be needed to finance the technical interventions and the trainees of the technicians in charge of the dumpsite management.*

5. Public awareness

Public awareness raising is a long process and all municipalities mentioned a need to maintain continuous activities to communicate with the population and constantly inform on their rights and duties toward public services.

- *The monitoring of the service is a good tool to communicate evidence based.*

6. Touristic, “VIP” areas

A 3 stars waste management in touristic areas is a key condition to develop the touristic potential of Albania.

Various municipalities mentioned the need to develop specific schemes for special areas or time-period: beaches in Lehza and Shkodra, “wedding area” in Shijak. These areas would benefit from a reinforced service (“3 stars”), which should be financed through the economic activity of these areas.

- *Velipoja case (Shkodra municipality) is an example of touristic area for which a specific contract is implemented.*

4. Where should dldp focus the intervention in 2018 to close the third phase?

Dldp action lines in 2017 focused on implementation of the local waste management plan, through three main pillars: monitoring, finances (tariff collection) and public information.

Considering these activities, dldp achievements, the demand of the sector and national priorities, three main priorities should be set:

1. Strengthening the monitoring

Through the implementation of the GPS on trucks, linked with GIS and supervision, and consolidation of the data management (already started) and through the extension of the monitoring ahead of urban centers.

2. Reinforcing the finances

Follow up of initiatives which aim at strengthening client databases and reinforcement of the billing procedures.

3. Dumpsites risk reduction

- finalizing the case of Dibre through trainings to the technicians in charge of the management of the dumpsite.
- extending the experience and the trainees countrywide, following the initiative set by the 6 months plan of Ministry of Environment.

5. Beyond dldp, synergies with other programs and donors?

Different donors are active in the sector of waste management, with a long term intervention and activities planned in the coming years. Main interventions are summarized hereunder:

1. KfW : finalization of the Masterplan, support to landfills construction
2. GIZ : revision of the national strategy
3. EU: support solid waste management in the region of Kukes
4. SECO: regional waste management and construction of a landfill in Berat region

Additionally, other programs are financed by the Swiss cooperation, with direct or indirect links with the sector:

5. Strong Albanian Local Statistics (SALSTAT), SDC: the main purpose of this project is the build-up and maintenance of the statistical registers on a local (municipalities) and on a national level (INSTAT). The waste sector struggles with a need of reliable data to allow proper planning, in particular regarding the registered population.
6. Bashki te Forta (BtF), SDC: this project aims at empowering municipal councils, improving municipal service provision for citizens and creating the possibility for reliable data. The project is currently in its inception phase which should conclude with a selection of one or more municipal services to focus the intervention.

Waste is certainly a sector of first interest for this project. Chapter 2 shows that there are great achievements of dldp that could be replicated to the other municipalities of the country when chapter 3 shows that there is still an important room of improvement, particularly with regard to the improvement of data collection and management. Interesting projects have started in 2016-2017 in monitoring and improvement of database of the clients for planning and finances and could be reinforced and further developed under BtF.

Waste management gained momentum in the political agenda: it is a priority for Albanian government and there is currently a motivated leadership to bring things ahead. There is one of the rare services which has mobilized the attention of politicians and, therefore, has a potential to impact even political discourse. Furthermore, it is the **only sector which revised its strategy in alignment with new law on local self-government**, including notions of minimum standards and affordability, which is a very good base to build a national system of performance assessment and benchmarking. The 43 finalized General Local Plans already have a chapter on waste, which is an excellent starting base for scaling.

From the economical point of view, waste management is one of the services which benefits from the economy of scale achieved through the territorial reform. Also, it is a sector where additional money are in the pipeline, both from donors (KfW, SECO) and from private sector. Therefore,

despite of underfunding, which is the feature of all local public services, **there are chances to mobilize finances**, which can be an interesting synergy for a governance programme.

Another good base for synergy can be found with SALSAT programme, as INSTAT² publishes a regular annual report on waste management for EU reporting.

Last but not least, waste is one of the very rare topic on which the Albanian civil society is mobilized in a movement (recycling, Syrian weapons, importation of waste, incinerators, etc).

The annex B presents a proposal of activities, in the continuity of dldp and in line with BtF objectives. Main streams are listed hereunder:

- General gap analysis country wide (baseline establishment, definition of priority actions)
- Monitoring and reporting (to improve the contracts management and to generate reliable data nationwide)
- Benchmarking establishment (to provide a national picture of the sector performance)
- Legal framework reinforcement at local level and information to citizens
- Improvement of municipal data (setting of a local database to improve technical planning, cost&tariff calculation and billing of waste management services, based on GIS data, Build academic partnerships between EPFL and Albanian technical schools, Synergies with SDC/FSO SALSTAT and SECO PFM projects) introducing GIS standards for public services
- 3R and inclusion of Roma community
- Reinforcement of the professional network

Building on the waste sector, BtF could benefit from the legitimacy of a seven years old programme, recognized in the country, and from an established network among professionals, technicians and politicians. The practice of other services, like water management shows that **seven years are not sufficient to make the changes functional**, whereas there is recognition in the donor community that dldp work on waste should continue.

Emilie Gex, Félix Schmidt
CSD ENGINEERS SA

Lausanne, 13.12.2017

² INSTAT : Albanian Institute of Statistics

APPENDIX A POSSIBLE ACTION LINES ON WASTE

	1. GENERAL GAP ANALYSIS	2. MONITORING AND REPORTING	3. BENCHMARKING
Expected outputs and outcomes	<p>Baseline analysis</p> <p>Identified priority actions and needs</p> <p>Create a contact, communicate, motivate and identify more potential successful partners</p>	<p>Improved contracts management between LGU and service providers (waste companies) based on measurements and data analysis</p> <p>Generation of reliable data nationwide on waste collection service</p> <p>Assessment of the performance of the service delivery, based on a quantitative analysis</p>	<p>National picture of the sector performance</p> <p>Strong communication tool, transparency</p> <p>Database for the strategy improvement</p> <p>Evidence-based communication between national and local levels</p>
Main proposed actions	<p>Assessment of the level of the sector in each 60 Municipalities (except Tirana) through a data collection (or revision) at municipal level regarding:</p> <ul style="list-style-type: none"> ▪ Existence of an approved and implemented waste management plan ▪ Service coverage and quality ▪ Public / private services ▪ Equipment and employees ▪ Waste destination and treatment ▪ Budget, cost of the service, use of a model on cost calculation ▪ Existing municipal data bases concerning waste and other municipal services (weighting waste, GPS, clients, etc.) ▪ Client number, client receiving bill, client paying bill, improvement potential ▪ Level of tariff on families and businesses, use of a model on tariff calculation ▪ Cost coverage through tariffs ▪ Implementation of a monitoring system ▪ Billing system, conditionality, efficiency ▪ Recycling 	<ul style="list-style-type: none"> ▪ Call for interest to the municipalities ▪ Propose models and standards on monitoring team set up, monitoring tools and processes, reporting ▪ Implementation of GPS on all collection trucks (public and private) <ul style="list-style-type: none"> • Based on GPS data, implementation of on-line monitoring, data collection and analysis at local and national scale, data management. Definition of benchmark indicator of service coverage ▪ In case of private service delivery, improvement of the contracts of the companies, including a clause on monitoring, reporting and penalties – promote the good practices on contract management based on measured results ▪ Identification of improvement projects, based on the data analysis on performance, at local and regional scale <ul style="list-style-type: none"> > Data management, databases, tools > Measurement, reporting, billing and contractual systems > extension, quality of the service > efficiency > need for a mutualization of means (trucks) ▪ Definition of objectives and roadmap for incentives / grants (trainees, equipment material, implementation of IT tools) at local scale ▪ Capacity building 	<ul style="list-style-type: none"> ▪ Publication of the verified data on the national digital map on waste ▪ Support to national discussions and policy / strategy makers on waste ▪ Definition of objectives and roadmap at national scale ▪ Capacity building
Useful dldp tools / learnings	<ul style="list-style-type: none"> ▪ National digital map on waste ▪ Performance and benchmark indicators and methodology ▪ Cost and tariff models ▪ (Kosovo-DEMOS Gap analysis in waste management (2016-2017), other SDC-Helvetas project) 	<ul style="list-style-type: none"> ▪ GPS implementation ▪ Monitoring and reporting methodology ▪ Models of team set up, models of reports, organigram, roles and responsibilities, communication streams ▪ Models of contracts including penalties ▪ Contract management based on measured results (Shkodra) ▪ (examples of Chiclayo (Peru, SECO) and Shkodra projects) 	<ul style="list-style-type: none"> ▪ National digital map on waste ▪ Performance and benchmark indicators and methodology, based on transparent GPS, GIS and reporting data

	4. LEGAL FRAMEWORK AND INFORMATION TO CITIZENS	5. MUNICIPAL DATA IMPROVEMENT
Expected outputs and outcomes	<p>Waste management plans are translated in local rules and regulation, properly communicated to the citizens, businesses and institutions</p> <p>The citizens know their rights and obligations (co-responsibility, transparency, awareness)</p>	<p>Setting of a local database to improve technical planning, cost&tariff calculation and billing of waste management services, based on GIS data</p> <p>Synergies with SDC/FSO SALSTAT and SECO PFM projects (at national level)</p> <p>Build academic partnerships between EPFL and Albanian technical schools, through semester works (EPFL “design projects”)</p>
Main action(s)	<ul style="list-style-type: none"> ▪ Call for interest to the municipalities ▪ Propose standards on local regulation (minimum contents, basic rules and penalties) based on the national strategy, local reality and priority needs (citizen, business, and institutions good practices, construction waste, etc) ▪ Propose a standard mapping of actors, roles and responsibilities, including controls through police officers ▪ Information campaigns ▪ Fines and penalties procedure ▪ Propose processes to be implemented (controls, fines and penalties) ▪ Capacity building of actors (incl. police officers, municipal team, etc.) 	<ul style="list-style-type: none"> ▪ Call for interest to the municipalities ▪ Build the users database starting from the "intangible" reality of buildings (available for free in GIS systems) in order to tie customers (households and business) ▪ Identify the different existing databases at local and national levels; Identification of the necessary data, in relation with the OSSH results, Identify the way of using the national statistical data to improve the local level data. ▪ Make a link between building GIS to the available or required information (family members, property register, waste production, water register, debts or late payments, etc.) for the public services ▪ Learn how to use the localized information for the local authority to better know the local presence of citizen and to orient the service (not only waste, also schools, water, electricity or transport for example) ▪ Develop hard and soft tools (a program implemented in computers / tablets / phones), that allow: <ul style="list-style-type: none"> > Taking advantage of the OSSH to improve/enrich the database with each contact LGU / citizen > Allows to each civil servant (tax collector, surveyors, ...) to verify the database, in the field, concerning one building, family or business and to have the possibility to introduce/adapt the data, using GPS or photos to prove the reality. > Link the data register with other data bases (local or national ones) > Develop collaboration between EPFL and local Universities, ▪ Use this database as a starting point for a centralized database management for all public services planning, budgeting and taxing. Improve processes. ▪ Capacity building
Use of dldp tools / learnings	<ul style="list-style-type: none"> ▪ Manual on waste management planning manual and long term experience on local planning ▪ Information campaigns to citizens on : <ul style="list-style-type: none"> > Collection streams and schedules > How to use the bins > Cost and tariff > Citizen duty 	<ul style="list-style-type: none"> ▪ Waste management planning manual and long term experience on local planning ▪ Cost and tariff models ▪ One Stop Shop (OSSH) implementation ▪ Improved database and billing system in Shkodra and in Shijak ▪ Results of EPFL work to generate a consolidated database, based on the existing ones (spread) and on line GIS data

	6. 3R - AND INCLUSION OF ROMA COMMUNITY	7. SCHOOL FOR WASTE MANAGEMENT, PROFESIONAL NETWORK
Expected outputs and outcomes	<p>Identified rational and affordable 3R options</p> <p>Identity solutions to involve roma and low income community in the at source recycling activities</p> <p>Identified needs and opportunities to improve the working conditions of one important and hidden actor of the 3R processes</p>	<p>Enriched curricula for municipal staff in charge of waste management, experienced-based, at different levels</p> <p>Dynamic professional association network</p>
Main action(s)	<ul style="list-style-type: none"> ▪ Call for interest to the municipalities, identify willingness to work with the informal sector ▪ Workshops with Roma representatives, understanding of willingness, possibilities and needs ▪ Objectives, and roadmap, communication to be developed jointly ▪ Pilot projects, in order to show possible results, communicate and use results for capacity building 	<p>Develop or complete curricula and training material on the fields of expertise:</p> <ul style="list-style-type: none"> ▪ Local waste planning ▪ Implementation and monitoring ▪ Cost calculation ▪ Tariff setting and billing system ▪ User database, database management ▪ Operation, maintenance, security, daily organization ▪ Tendering, contracting services ▪ Supervision, reporting and use of data for improving the service and efficiency <p>Promote the dynamism of a national association of municipal technicians in charge of waste management and billing system, aiming at:</p> <ul style="list-style-type: none"> ▪ Sharing knowledge and experience ▪ Representing the sector at the national level (address, report and upscale opportunities and challenges)
Use of dldp tools / learnings	<ul style="list-style-type: none"> ▪ Lehza experience on recycling, including with Roma community ▪ Shkodra experience on recycling ▪ Cost analysis on recycling, various options 	<ul style="list-style-type: none"> ▪ Existing training modules on waste management, endorsed by ASPA <ul style="list-style-type: none"> > Local waste planning > Waste minimization and landfilling > Cost calculation and tariff setting > Performance based planning, benchmarking and monitoring ▪ Centers of competences