



MUNICIPALITY OF KOPLIK



STRATEGIC DEVELOPMENT PLAN OF KOPLIK MUNICIPALITY

S h o r t V e r s i o n

Prepared by: KOPLIK MUNICIPALITY
Supported by: Intercooperation, Albania Decentralisation and Local Development Programme (dldp)
Co-PLAN, Institute for Habitat Development, Albania
Urbaplan, Switzerland

Funded by: SDC – Swiss Agency for Development and Cooperation (SDC)

Koplik – 2008

Designed by: CREOstd

Pressing by: Botime AFROJDIT



Schweizerische Eidgenossenschaft Swiss Cooperation Office Albania
Confédération suisse
Confeederazione Svizzera
Confederaziun svizra



Table of Contents

Introduction	4
Foreword	5
What is a Strategic Development Plan and what does it represent	6
Profile of Koplik Municipality	7
Koplik Municipality in Regional Context	8
Main Development Areas – Definitions of Citizen Groups	10
Development Vision of Koplik Municipality	11
Overall Development Objectives of Koplik Municipality	12
Economic Development	13
Territorial Management	14
Infrastructure and Services	15
Good Local Governance	16
Increasing Financial Resources	17
Instruments for Territorial Management	18
Form and Methodology of SDP Implementation in Koplik Municipality	20

Introduction

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

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

The preparation of the Strategic Development Plans, through a transparent and participatory process is a crucial component of the **dldp** programme. Its main objective is to provide the selected local authorities with a strategic document that identifies the key development priorities of each local government unit and orients the future economic development, the improvement of physical and social infrastructures, the provision of public services, planning and management of the territory, etc. The Strategic Development Plan of Koplik Municipality presented as follows, is designed through an open participatory process, engaging the municipal staff and the Citizens Group in a consultation process.

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

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



Foreword



Dear citizens of Koplik,

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

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

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

Sincerely

RAMADAN LIKAJ
Mayor of Koplik Municipality

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

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

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

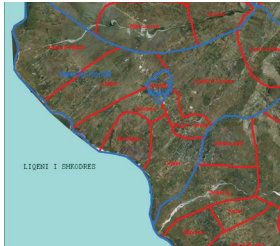
A Combined and Visionary Plan: The traditional planning instrument in Albania is the Urban Regulatory Plan. Strategic planning is the new approach, so far implemented separately from the urban planning process. The Strategic Development Plan of Koplik has paved the way for a combined effort in the planning process, thus linking strategic planning with spatial planning. The Urban Regulatory Plan of Koplik and the Strategic Development Plan are harmonised and propose a common line of actions for the future development of Koplik.

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

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



Profile of Koplik Municipality



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

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

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

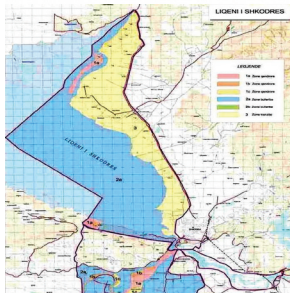
Koplik Municipality in Regional Context

The future development of the territory of Koplik is integral to the whole development framework of Shkodra Region. The analysis of the location and territorial characteristics of Koplik reveal some clear potentials such as: its vicinity with rail road and the national/international road network, close distance with Lake Shkodra, thus with its natural and touristic potentials and last by not least the close distance with Shkodra City, which creates a lot of opportunities and challenges to be met in the near future by the local authorities and the community of Koplik.

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

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





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

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

Being situated along this important economic corridor, Koplik has the opportunity to develop as a services` centre. On the other hand, the territorial structure of the municipality and the agricultural potential provide opportunities for future development of Koplik as an agriculture area.

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

Main Development Areas – Definitions of Citizen Groups

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



Development Vision of Koplik Municipality



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



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



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

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



Overall Development Objectives of Koplik Municipality

A. ECONOMIC DEVELOPMENT

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

B. TERRITORIAL MANAGEMENT DEVELOPMENT

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

C. IMPROVING INFRASTRUCTURE AND SERVICES

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

D. ENABLING AND PROMOTING GOOD GOVERNANCE

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

F. INCREASING LOCAL INCOME

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



Economic Development

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

- a. Identification of potentials re production of agriculture products in Koplik*
- b. Improvement of land use and respective infrastructure through a needs assessments study re physical investments*
- c. Increasing technical and financial support for local farmers in Koplik*

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

- a. Improvement of conditions for Shkodra Lake Shore*
- b. Promoting and developing tourism activities in the respective area*
- c. Promoting the shore Lake area*

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

- a. Collaboration among communes such as Gruemire and Dobraq, as well as municipality of Shkodra to promote and develop the corridor*
- b. Preparation of detailed projects for further development of this corridor*
- c. Supporting through concrete investments the economic corridor segment within the territory of Koplik*

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

- a. Improvement of access between city of Koplik and approved industrial zone*
- b. Increase the scale of information for inhabitants of Koplik related to the promotion of the area.*

Territorial Management

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

- a. Increase scale of information towards inhabitants of Koplik according to proposal of the Urban Regulatory Plan
- b. Rehabilitation of physical infrastructure conditions in the city centre
- c. Preparation of different studies and/or projects regarding urban reconstruction of the *town area*

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

- a. Increase the level of control over new building constructions within the territory of Koplik Municipality
- b. Identification of penalties and transparent communication
- c. Identification of specific fiscal policy for agriculture land protection as well as orientation of building constructions in these territories

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

- a. Identification of areas that need rehabilitation interventions in environment
- b. Improvement of the existing conditions of the environmentally harmed areas in Koplik



Infrastructure and Services

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

- a. Implementation of the road network as proposed in the Urban Regulatory Plan of Koplik
- b. Design projects for upgrading the road network based on the Urban Regulatory Plan
- c. Upgrading investments for the existing road network

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

- a. Improvement of technical and managerial situation of directorate of Water Supply and Sewage System in the Koplik Municipality
- b. Rehabilitation of physical conditions of water supply and sewage system network within Koplik Municipality
- c. Strengthening capacities of staff enterprise in order to achieve efficient management and administration of the Enterprise

C3. Improvement of solid waste collection and depositing situation

- a. Elaboration of solid waste collection and management scheme within territory of municipality
- b. Identification of a landfill location for waste disposal

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

- a. Realization of Need assessments for physical improvements in both schools and kindergartens
- b. Preparation of technical projects for possible financing from state sectors or donors
- c. Promotion of local forums related to possibility to increase the quality of teaching in schools within municipality

C5. Green Areas

- a. Improve the physical conditions of the green areas in the municipal territories

C6. Street Lighting

- a. Improve the street lighting conditions in Koplik Municipality

C7. Public Cemetery

- a. Expand and improve the current conditions of the public cemetery in Koplik Municipality

C8. City Decoration

- a. Improve the city image and decoration

C9. Increasing the rate of employment in Koplik

- a. Increase the Professional Capacities of the local residents in Koplik
- b. Organisation of periodic employment campaigns for the vulnerable groups in Koplik

Good Local Governance

D1. Strengthening Capacities of Koplik Municipality

- a. Reorganisation of the Koplik Municipality institutional frame
- b. Increase of the technical capacities of the municipal staff



D2. Improve Transparency in Local Decision Making Processes

- a. Establish formal distribution of the information related to the activities of Koplik Municipality
- b. Promote civil participation and information in Local Council meetings in Koplik

D3. Promote Participatory Budgeting in Koplik Municipality

- a. Raise local capacities on the organization of Participatory Budgeting in Koplik
- b. Organise periodic annual activities of Participatory Budgeting in Koplik Municipality

Increasing Financial Resources

F1. Increasing local revenues for Koplik Municipality

- a. Create and consolidate a Informative Data Base for the local taxes and tariffs in Koplik

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

- a. Preparation of promotional materials for Koplik Municipality
- b. Organisations of different events in support to the local business in Koplik Municipality

F3. Identification of diverse financial resources in Koplik municipality

- a. preparation of Project Proposals

Instruments for Territorial Management

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

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

- ❖ Guide general land use by defining the frame of territorial development in Koplik Municipality;
- ❖ Define the main transportation corridors;
- ❖ Define mix and economic areas;
- ❖ Take in consideration the areas with a special importance and with specific functions, as for example the protected area of Shkodra Lake.

A. Urban areas

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

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



Form and Methodology of Strategic Development Plan Implementation in Koplik Municipality

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

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



- Increase the capacities of the municipal staff, especially for managing and monitoring land and infrastructures development, through periodic trainings and improvement of internal evaluation and reporting systems;
- Institutionalize the periodic reporting of all the Municipal Departments on the progress of implementation of the Strategic Development Plan of Koplik;

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

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

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

Proposed Monitoring Scheme

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

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



STRATEGIC DEVELOPMENT PLAN OF KOPLIK MUNICIPALITY

S h o r t V e r s i o n