

# Medicine Wheel Tool – Sustainability Strategy Gramsh



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## 1. Introduction

Gramshi is situated in the centre of Albania with a diverse nature that offers significant benefits in terms of the ecosystem goods and services it provides. However, Gramshi, as other urban areas in Albania, faces a number of environmental problems:

- (a) Urbanisation, including internal emigration (rural to urban area) and growth of the urban footprint placing pressure on both agricultural land for development and on finite natural resources.
  - (b) Limited, and increasingly scarce, resources, in terms of energy and water infrastructure and the capacity to manage solid and liquid waste (that flow/leak into water bodies).
  - (c) Pollution of the city's air, open spaces, freshwater bodies.
  - (d) Exposure to risk from natural hazards and climate change, including resource shortages, fires, deforestations, erosion and extreme weather events.
  - (e) A unique cultural heritage and sense of place, and the associated challenge of conserving heritage and landscapes.
  - (f) limited urban transportation system and very old bus fleet;
  - (g) old and obsolete industrial building, not given a new function and exposing inhabitants from hazardous materials (ex. asbestos)
- Main challenges and local important resources (water, energy, agro tourism)
    - New larger territories for planning, management and administration of public services for the larger territories
    - Promotion of new touristic destinations and services;
    - Enabling environment for starting up new eco-touristic and agro-businesses;
    - Support in preparing new infrastructure projects for improving inner areas of the neighbourhood.
    - Support in preparing new infrastructure projects for villages;
    - Raise funds for improving waste collection and treatment. Promoting and starting waste segregation.

- Lack of institutional capacity, lack of specialised labour force including local administration, to ensure that planning, monitoring and implementation processes are carried out effectively and efficiently. The quality and training of the municipality's human resources remains a challenge, especially in conditions where staff, especially the technical one, will have to carry out processes of a diversified nature and on a larger scale.
- Environmental Challenge: Lack of a detailed inventory of territories and source points (within its territory) with risk of pollution for agricultural land, air, aquifers, etc., and consequently the lack of prevention and rehabilitation projects.
- A significant number of citizens without optimal access to economic opportunities as well as basic services such as sanitation and waste removal, resulting in the pollution of natural systems and unhealthy living conditions,
- low capacity to protect against and respond to projected climatic changes
- Gramshi additionally faces a number of socio-economic challenges:
  - Losses from agriculture land and horticulture and decrease of the revenues linked with it
  - The city struggles with high levels of unemployment, poverty, inequality, and social injustice and, although steps are being taken to address these challenges, they remain significant, impacting on the environment and related resource sustainability.
  - The municipal approach to managing its environmental assets must occur within a framework that recognises and addresses the above social and economic challenges.
- 2015 Territorial reform change: smaller unit and new units and competences to administration.
  - More tasks (NRM, delegated tasks from national government)
  - But not reflected in the budgets for communities and regions

## 2. Purpose of a Sustainability Strategy

A sustainable strategy is required to address the challenges outlined above. An effective and appropriate strategy is important to the municipality, long term planning and optimising resources. Without an effective strategy, environmental governance becomes an ad hoc process without appropriate structure and frameworks. Sustainable Strategy not only is based on all strategic documents within which municipality wishes to operate and perform, but is also the central mean through which clearly outlines, articulates and communicates its stance, position and perspective to its employees, its community and those it wishes to do business with (developers, investors and the international community).

- Following activity plans are in place and need to be aggregated to a sustainability strategy.
  - Tourism Strategy 2018-2030

Gramsh Tourism Development Strategy 2018-2022 is an important document for the municipality development and it is the core stone in the sustainable management linking policies, priorities, objectives and instruments to be implemented by responsible directories of the municipality in cooperation with other central and local entities and public sector.

*Vision: "Gramshi a mountainous / lake area with diverse tourist offers and different typologies, which positively affects the economic, social and environmental development of the region".*

5 priority areas are part of our vision:

- Building capacities of local human resources
- Promotion of tourism and economic development considering environmental aspects
- Improvement of the road infrastructure
- Improvement of the social and public services
- Rehabilitation of the environment

Strategic touristic objectives:

- 1: Sustainable socio-economic development by diversifying the urban economy and specializing in the rural economy, with the aim of reducing unemployment, curbing the outflow of labor, strengthening the contribution and regional competitiveness of Gramsh municipality in the agriculture and tourism sector, and increasing quality of life for citizens.
- 2: Development of regional infrastructure to improve access to the main axes of the region and tourist itineraries, as well as improving the local situation of mobility, transport, and infrastructure-related services.
- 3: Sustainable environmental management in protection of surface and groundwater system by valorizing agricultural land and strong natural and artificial elements, in order to develop natural and historical-cultural tourism and integration with regional tourism potentials.
- 4: Supporting sustainable and healthy communities, with improved quality of life, better development opportunities in education and employment, as well as a higher level of access in the socio-cultural aspects.

- Sustainable Urban Mobility Plan

The Municipality of Gramsh has prepared a new Sustainable Urban Mobility Plan to fully understand the current situation of mobility as transport network problems and identify the possible solutions. The aim is to move towards a sustainable transport.

*Vision: Gramsh will be a clean, green, livable city with an efficient, smart and sustainable mobility system that is accessible for all the categories of people, resident and tourist.*

In order to reach it a set of goals should be fulfilled:

1. Completing the missing links of the road network and junctions considering an appropriate design integrated with the urban environment
2. Maintaining and improving the accessibility to key facilities and services for all people
3. Reducing the road accidents casualties, particularly for the vulnerable road users and improving the road safety
4. Planned and designed road network, for a regular traffic flow, pleasant to use and live in and that have a section envisioned not just for vehicles, but for sustainable mode of transport and for pedestrians as well.

5. Providing the cycling infrastructure according to the European standards
6. Urban mobility that will contribute in reducing the air pollution and noises
7. Encouraging people of Gramsh to feel at home in the city by providing all alternative means of transport

- General Local Plan

The General Local Plan for Gramsh has been approved in June 2020. Its vision is *"The Municipality of Gramsh is a municipality with a high standard of living well integrated with national and regional networks, with consolidated rural and urban areas that have good access to each other. Gramsh Municipality is a municipality with an economy based on livestock farms and tourism, but also in services and industry sectors"*.

The vision is supported in 5 main principles that helps in long term sustainability of Gramsh Municipality:

- Diversification and co-existence of different economic sectors: Agriculture, industry, tourism and services;
  - Protection and consolidation of agriculture land;
  - Protection and rehabilitation of the natural environment and water bodies;
  - Territory Integration through national and regional infrastructure transport and recreational areas;
  - Improving living conditions through improvement of services;

- Draft Integrated Local Waste Management Plan

Gramsh municipality has drafted a five year LWMP assisted by Strong Municipality program. *The vision is: "Gramsh municipality aims to create an integrated system of waste management, accessible for each community member and provided through a partnership between all government levels and economic sectors, where citizens have ownership and responsibility for the waste produced, and reducing waste generated"*.

Objectives are identified in four levels:

- Infrastructure and environment
  - Awareness of the community
  - Institutional strengthening
  - Economy and finances
- 
- Draft Forest management Plan

The National Forest Federation is supporting the Forest department within the Municipality of Gramsh to develop a plan for development of communal forests, to be commonly used by the entire village for wood, grazing, and fodder, and by each family, using separate forest plots to fulfil their own needs. There is no available data on it.

### 3. Sustainability Vision of Gramsh region

**"Gramshi is a future oriented municipality respecting the sustainable economic development in harmony with the environment and natural resources, based on promotion of alternative tourism, ecological farming, circular economy and renewable energy with unique products, and with a contemporary infrastructure, which guarantees high quality of life and social-economic conditions for its inhabitants and visitors."**

### 4. Community & Stakeholder

Our Community is affected direct or indirect with following stakeholders

#### Internal

- ⇒ Employees of Gramsh and related organisations (Drinking Water Enterprise; Electrical Company)
- ⇒ Community government members

#### External

- ⇒ Citizens
- ⇒ Local & regional businesses (Travel agencies, Transportation companies, ...)

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- ⇒ Economic Organisations (Chambers, Associations, ...)
- ⇒ Interest groups (Environment, farmers, veterans, blind association Gender ...)
- ⇒ Media (Kushtrimi Newspaper, official website of the municipality and social media)
- ⇒ Financial Institutions
- ⇒ Funding organisations (national/international)
- ⇒ Neighbour communities
- ⇒ Governmental bodies, regional & national administration

## 5. Management

### 5.1 Activities and Action Plan (legislature program)

Each directory prepares its own annual action plan based on strategic documents as well.

Following flip chart shows the way from a vision to an action plan as support for how to develop an action plan from the vision. Important to mention that targets and actions are not allowed to contradict the vision. Therefore, always check the targets and actions.

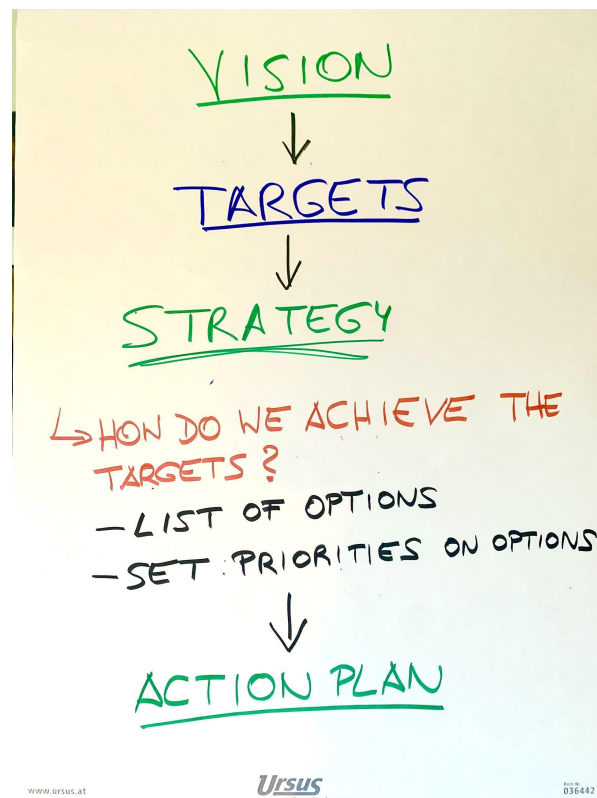


Figure 1 Strategic Framework

## TARGETS

### 1. **Strengthening Public Administration**

#### Strategic Objectives:

- Ø Improving the capacity of the public administration to support social and economic development in Gramshi.
- Ø Offering good governance principles that enables fulfilment of the vision and supports local democracy and community development.

### 2. **Improvement of Infrastructure and Environment**

#### Strategic Objectives:

- Ø Rehabilitating the infrastructure in Gramshi Municipality, to positively affect the social and economic standards of the communities and to improve the tourism attractions in the area.
- Ø Environmental and balanced urbanization of the municipality with efficient infrastructure and environmental services, which enables healthy living and quick access to touristic products, services, and facilities
- Ø Improving water supply and sewage network, by increasing the quality of life for the rural community.
- Ø Enabling a functional system for the integrated urban waste management in the municipality.
- Ø Improving the administration and integrated management of the forest area.

### 3. **Development of Sustainable Tourism**

#### Strategic Objectives:

- Ø Developing qualitative services for alternative tourism (nature, cultural, Adventurer).
- Ø Developing tourism infrastructure according to international standards.

#### **4. Strengthening, Protecting and Standardizing Traditional Products**

##### Strategic Objectives:

- ∅ Enhancing the protection, branding and certification of traditional products in Gramshi through an integrated approach.

#### **5. Support the Development of Natural Resources**

##### Strategic Objectives:

- Empowering the local economy through constant development of organic farming, livestock, and agrobusiness, competitive that guarantee sustainable rural development of the natural resources.

#### 5.2 Financing (actual situation)

Legal framework for finances in Albania includes: Law No. 68/2017 "On local self-government finance", Law No. 9632/2006 "On the local taxes system" as amended, Law No. 139/2015 "On local self-government" and the relevant international practice.

Revenues are categorized into:

- own source revenues, including revenue from local taxes, fees, loans, and other sources;
- shared taxes pursuant to the provisions of Law No. 68/2017 "On local self-government finances";
- unconditional and specific transfers; and
- conditional transfers from line ministries for delegated functions.
- Municipalities have relative decision making discretion for the first three categories. But municipalities have no decision making discretion on amount or way of using funds from the conditional transfers category; these funds are spent pursuant to the provisions of the line ministries (in other words, the destination of these funds is predetermined).
- Gramshi Municipality has a high dependency on the unconditional and sectoral transfer (around 80%).

The website financat vendore show for the last trimester of 2019 expenses on sectors are:

It shows that the majority of the funds goes for salaries and social security of the staff; another good percentage for Economic Aid and so on. Public services (waste management) take a considerable amount. Housing and community amenities usually is a budget coming from other sources rather than from own sources of municipality.

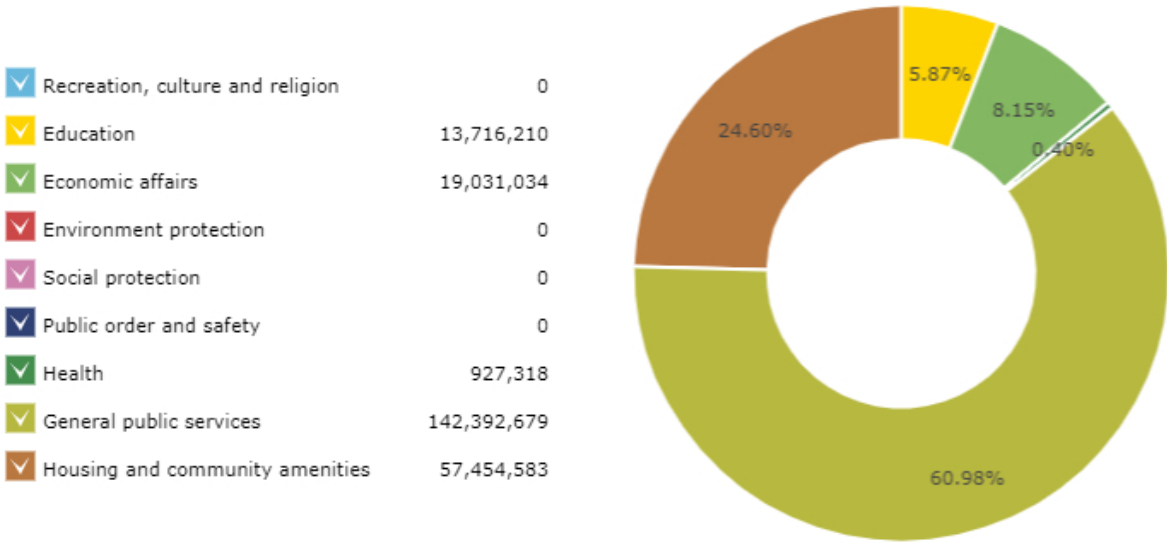


Figure 2 Breakdown of budget for 2020, Gramsh Municipality  
Source: Gramsh Municipality

For 2020 investments are 24% of the budget spent and waste management, communal work, drainage 2%, lightning, firefighter and forest 1%.

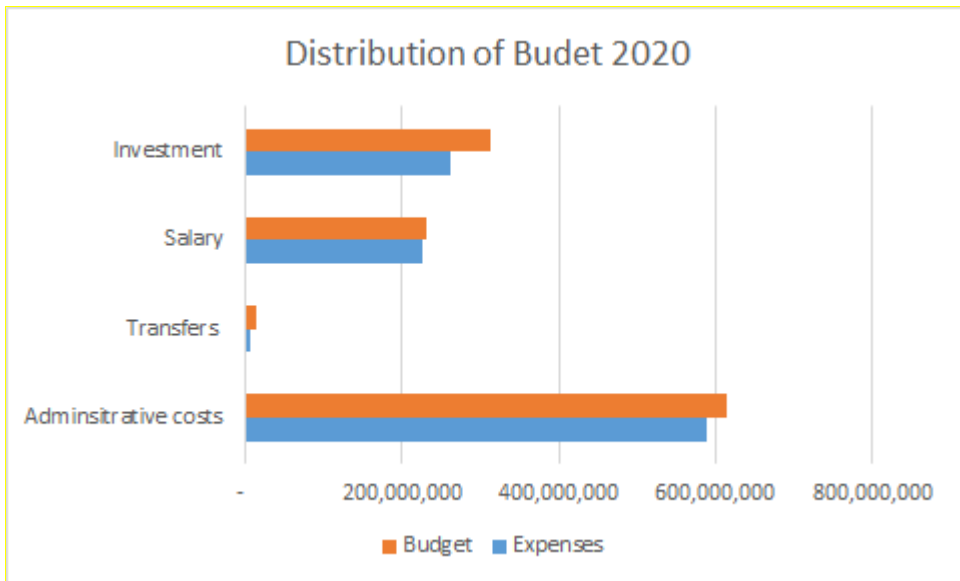


Figure 3 Distribution of Budget, Gramsh Municipality 2020  
Source: Gramsh Municipality

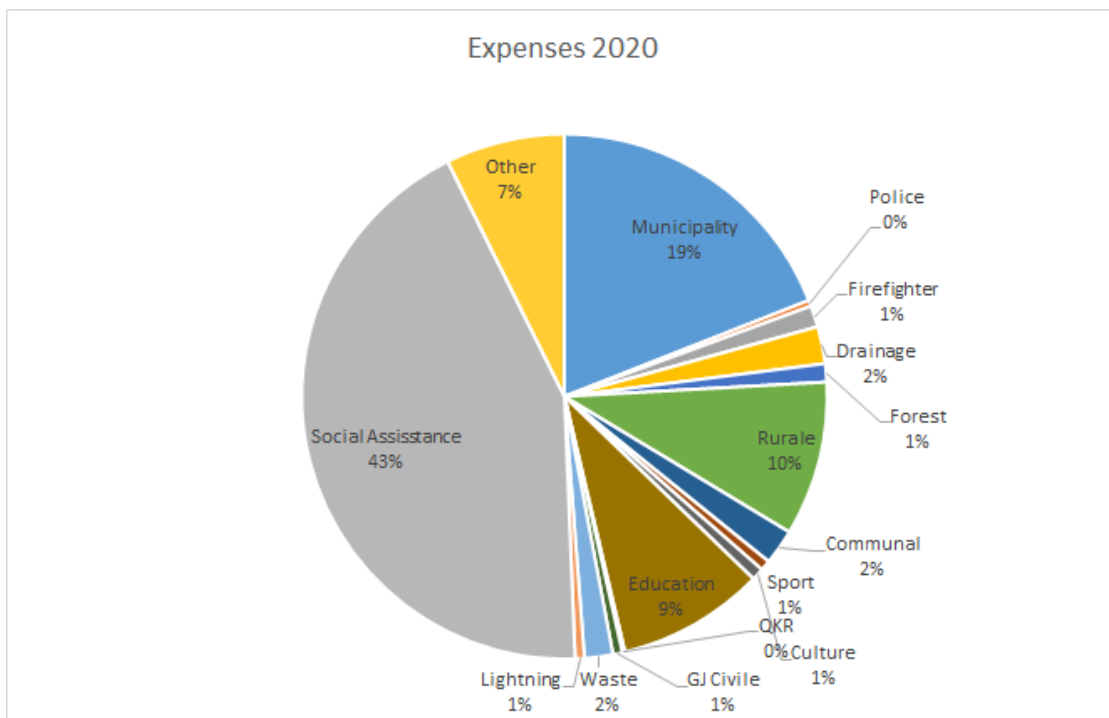


Figure 4 Structure of expenses, Gramsh Municipality 2020  
Source: Gramsh Municipality

Financing of the action plan will need research for national and international funding. Upon the outcome of the research appropriate project proposals will be developed to utilize national and international funds for planned projects and activities of the action plan.

### 5.3 HR and external Services

New HR development plan for the municipality needs to be developed to cover HR gaps for sustainable development of the municipality. With this plan external services will be identified.

### 5.4 Risk & Communication & Marketing for Sustainability Strategy

#### 5.4.1 Risk Evaluation

⇒ **Political risks:**

Analysis of actual government programme and EU Green Deal Programme

⇒ **Economic Risks**

Migration towards big cities is limiting the HR and especially specialists.

No interest to invest in old industries

⇒ **Environmental Risks**

Loss of agricultural land. Farmers are abandoning the land. There is no strategy or incentives to invest in green economies.

#### 5.4.2 Communication & Marketing

In a first step the Communication Channels are identified. With the execution of this strategy a marketing concept will be developed.

- ⇒ Target groups
- ⇒ Personal contact to citizens
- ⇒ Public image and reputation
- ⇒ Events

- ⇒ Governmental Bodies (How to communicate and get in contact or get information)

## **Channels for Incoming and Outgoing Information**

- ⇒ Printed Media:

- ⇒ Digital Media

- Website
- Social media?
- Partnering on the Internet - Partner community network?
- Platforms of funding organizations
- Platforms of public authorities

- ⇒ Broadcasting

- TV: Interviews, specific reports on relevant activities on sustainability
- Radio: Interviews

- ⇒ Direct Communication

- Personal Contact: friends, regular customers, company visits, direct business development, associations, ...
- Fairs: chambers, associations, ...
- Public events: conferences, university event on specific topics

## **Contents to communicate**

### Outgoing

- ⇒ Activities & Events
- ⇒ Plan & Results
- ⇒ Partners & Networking

## Incoming

- ⇒ Stakeholder requests and queries
- ⇒ Information from regional and national government
- ⇒ Information about events on economy and environmental topics

## 6. Leadership

The leadership shows how tasks and responsibilities are shared and organised within Gramsh community and related organisations. Leadership means who takes sustainability forward and motivates others in municipality and region.

Leadership for sustainability will be taken in the first step by the sustainability agenda team, which will develop the leadership within the administration.

### 6.1 Organisation of Gramsh Community

#### Organisational Structures

<b>Function</b>	<b>Person</b>
Mayor	Klodian Tace
Sustainability agenda	Ergita Kaso
Finances	Kristela Bezati
Human Resources and Juridical Department	
Forest Department (environment and agriculture is part of it)	
Tourism	Denisa Kullolli (specialist)
Directorate of Territorial Planning, Natural Resources, Director	Ali Cohodari (Director) Kejsi Hasa (specialist)
Public Service Department (waste management, greening and lightening is part of it)	Qani Paja (director) Vilson Tervoli (waste supervisor)