



# Monitoring Manual of Development Strategy of Fier City

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FROM THE AMERICAN PEOPLE PROGRAM IN ALBANIA



Agjensia Rajonale e Zhvillimit Fier ARZH  
Regional Development Agency Fier RDA

Dear citizens of Fieri,

Let me introduce you with another work done by the staff of Fieri Municipality in co-operation with foreign assistance projects. This booklet is a sign of the serious efforts of Fieri Municipality to ensure public participation, by establishing concrete structures and mechanisms.

The material we are presenting to you is just a part of the transformation that has taken place in Fieri Municipality for orientating both the daily processes and the strategic priorities towards results in developing the city, and improving the quality of citizens' lives.

Part of this orientation is also measuring the performance of the Municipality work with the purpose of improving decision-making within the municipality and increasing its effectiveness and efficiency for accomplishing the strategic goals set by the Development Strategy of Fier City. Measuring the performance, brings together the national standards and the priorities set by the Municipality in this strategy for reaching a joint vision, which we have developed in co-operation with our partner in governance.

The data provided through indicated figures, will offer the citizens, business and business organizations, civil society, media, city council, municipality staff and other interested actors, an overview about the quantity and quality of work carried out by the Municipality. We are increasing the quality of our communication with you, and we get valuable feedback as to what improvements we can make, in order to go ahead with our challenges, step by step, to meet the objectives of the strategy that we, together, have developed.

Baftjar Zeqaj  
Mayor of Fier

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## **Introduction**

The Fieri Development Strategy Monitoring Plan is based on a system of monitoring results, which is a logical model that defines and connects the obtained output as a result of daily activities carried out both by the municipality and projects undertaken in the context of implementing the strategy with the output of programs, objectives, and strategic goals, determined in the Fieri Development Strategy.

The logical model used as a basis for the result monitoring system, focuses on concrete results, and ensures a continuous improvement of the process. Every result has its respective indicators, which measure the real impact on meeting the objectives and on improving the life of Fieri citizens.

Along with the logical model, you will also find a table of indicators and clear definitions for every indicator, source of information, information means, information frequency, as well as the responsible offices and persons.

The manual also contains useful information about the way in which the strategy indicators may be used for information and reporting management within the municipality, based on the performance indicators. It aims at ensuring a source of information for the municipality authorities and their partners, in order for them to understand how local priorities improve life in general. Suggestions about the definition of the indicators shall be considered very important. They will be used to improve the list of indicators.

The data and indicators may also be used by other local government units, which may individually measure their progress and results and even compare with each other, in order to standardize their results and reduce differences that may exist between the quality of life and the quality of services that citizens possess, in different local government units.

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# 1 Manual of indicators

## *1.1 Indicators of Fieri Development Strategy and measuring of local performance*

This way of measuring local performance aims at reforming the way in which public services and projects undertaken by the local government for carrying out its functions and for implementing the City Development Strategy (CDS) are carried out. Knowing the level of the indicators is important both for the central and local government, because it helps them focus on the priorities in a coordinated manner, and transfer power to local authorities and communities. Transferring power to local government units and their partners helps interventions with local priorities in order to have better results for the citizens. The measuring of local performance focuses on results, which are achieved through working in partnership. Strong partnership leads to the involvement of service users in drafting the plans for providing such services, and it also allows for a wider range of choices.

The main principles on which the preparation of the set of performance indicators are:

**A joint effort of the Central Government (central agencies at local level), Local Government and local partners.** There are certain indicators which show the achievement of the Central Government, but which are at the same time related with the quality of the citizens' life at the local level. Such indicators are those of health, education, etc. They will be measured, in order to see the central government results in the municipality of Fier.

There are other general indicators, which show the achievement of priorities both at the central and the local level. Such indicators are those related with the economic development and determined by central policies and their implementation at the local level. These indicators shall serve to see and analyze co-operation between different levels of power.

There are a good number of services and activities undertaken by local government only, or in partnership, which have no impact at the central

level, but which are important at the local level, to the citizens and services to which they are offered.

**Focusing more on improving results for citizens, businesses, etc, at the local level rather than processes, structures, and resources.**

We want to ensure that the indicators measure the progress of results for citizens and businesses, calculating the impact of the priorities determined in the development strategy.

**Careful performance management.** Having a unified set of indicators for the whole municipality ensures a greater attention to the development strategy priorities. The use of a single reporting system based on indicators, makes it also possible for the indicators to be determined “once” and used “many times” for many purposes. In addition, this form shall ensure access to all those who wish to have updated information, allowing for a regular use of the information to be produced.

**Strengthening the capacity of citizens at the local level to judge the quality of local services and the quality of life.** Local authorities and their partners will report to citizens and service beneficiaries on their annual performance. The monitoring of annual performance shall be published every year by the General Directorate for Policy Coordination and Strategy Monitoring. If the set of indicators is to be applied by other local government units, it could give the public complete information, not only about the level of indicators in the municipality of Fier, but even about the level of indicators in the municipality and other local government units.

**Effective partnership.** The set of indicators covers the services provided at the local level by the local government, the services provided in partnership with the central government, and those provided by the central government. The indicators, which measure the results of the joint functions of both the central and local government, or those of the local government only, may be also used by the central level to review and improve their work.

**Better use of resources by avoiding repetitions and unnecessary indicators.** This is a single set of indicators, which replaces every other system used so far within the municipality. This set represents somehow a reduction of the work done so far for monitoring and reporting the work results and the planning result. The municipality is constantly interested to work with other actors, who have an impact on the local indicators, and who may contribute to identifying ways and opportunities for achieving better results based on its performance indicators.

## *1.2 Developing a set of indicators*

The set of indicators is developed to ensure success in achieving results based on CDS priorities and the municipality annual work. The following table shows how the indicators are related with the CDS:

Strategic goals and objectives according to CDS	Indicators by numbers
<b>1. Empowerment of private sector in Fier focusing mainly on Agribusiness and Tourism</b>	
1.1 Support development of agricultural and agribusiness products.	1, 2, 3, 4, 194
1.2 1.2 Provide opportunities for agro tourism, historical tourism, and coastal tourism to include Fier in the itineraries of national and regional tourism.	5, 7, 8, 9, 10, 12, 13, 14, 15, 18, 70, 170
1.3 Strengthen co-operation between public institution and the private sector in Fier.	19, 20, 22
1.4 Strengthen law enforcement by the responsible public institutions in Fier city and promote attraction of both foreign and local investment.	6, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 34, 59, 114, 191
1.5 To promote increasing the number of EIAs in Fier.	33, 35, 36, 37, 38, 195
<b>2. Creation of favorite socio-economic conditions for further development of Fier city</b>	
2.1 To promote a coordinated development between urban planning, the number of population of the city, and the extension of engineering and social infrastructure networks.	39, 40, 41, 52, 53, 55, 56, 74, 196, 201
2.2 Develop more environments and activities for a richer socio-cultural life in the city.	11, 42, 43, 44, 45, 47, 48, 49, 50, 51, 58, 60, 61, 108, 167, 168, 204
2.3 Re-evaluate the values of cultural and historical	16, 17, 64, 68, 69

tourism in the city of Fier	
2.4 Integrate in the city the communities with low income and those living in informal zones	46, 65, 67, 71, 72, 73, 105, 106, 192, 193
<b>3. Empowerment of education system at all levels</b>	
3.1 Increase the quality of physical infrastructure of the education system at all levels.	62, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 86, 90, 91, 92, 95, 96, 166
3.2 Improve the teaching methodology at all school levels and profiles according to a result-oriented approach: “lifelong learning”.	85, 88, 89, 98, 99, 100, 102, 188, 189, 190
3.3 Increase attendance of pre-school institutions.	87, 93, 94, 97
3.4 Invest in the physical infrastructure of the new University in the city of Fier.	101
<b>4. Reconception of the territory management of Fier municipality based on democratic and transparent participation of all stakeholders with the purpose of economic development.</b>	
4.1 Increase the number of uses in the city based on the urban plan in favor of creating a more functional environment for the inhabitants.	63, 181, 182
4.2 Manage the city reconstruction and growth based on “structural units”, determined by the urban plan.	117
4.3 Promote transformation of the city by identifying ‘strategic catalytic interventions’, capable of extending their influence to further areas of the city.	104
4.4 Start the process of legalizing and urbanizing informal zones.	118, 119, 123
4.5 Formulate a solution to property issues.	109, 110, 120, 121, 122,
4.6 Rehabilitate and regenerate the industrial economic zones.	111, 126
4.7 Ensure an efficient exploitation of the territory within the yellow line.	103, 107, 160
4.8 Improve physical infrastructure (roads, telecommunication) for developing economic activities, encouraging business and public transportation.	54, 57, 112, 113, 115, 124, 177, 178, 179, 180
<b>5. Improvement of the quality of living by improving the quality of environment within and outside the city of Fier.</b>	
5.1 Ensure the level of pollution is below the specified standards.	127, 131, 132, 133, 134, 135, 136, 202
5.2 Expand the green areas in the city.	116, 172, 175, 176
5.3 Raise public awareness to environment issues.	128, 129, 130, 137
<b>6. Reconception of the work of the municipality administration by considering citizens as clients for the municipality services</b>	
6.1 Empower the City human resources capacities in a	138, 139, 140, 141, 142, 143,

strategic manner.	144, 145
6.2 6.2 Promote provision of quality services to citizens and businesses and reduce the impact of informal businesses in the local economy.	66, 125, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 161, 162, 163, 164, 165, 169, 171, 173, 174, 183, 184, 185, 186, 187, 197, 198, 199, 200, 205, 205

### 1.2.1 Consultation processes and their outputs

The plan for monitoring the City Development Strategy was prepared through the following steps:

- First meeting of the working group, where its members were introduced with the monitoring concepts, process, methodology, and their roles and duties.
- Intensive meetings of the working group to determine the indicators.
- Discussion of the set of indicators within the municipality, with the partners and projects in the field of local governance.
- Testing indicators by determining values for 2008.
- Improving the set of indicators taking into consideration the test results and the suggestions made.

### 1.2.2 Other helpful documents

Annual review and budget of Fier Municipality  
 Statistic annual register of Fieri Statistics Directorate  
 Informative Bulletin of Fier Regional Employment Service  
 Database of Fier Regional Directorate of Education

## 1.3 *How does the set of local indicators function?*

### 1.3.1 Local indicators and respective information

The set of local indicators shall be the only set to measure local performance. Information shall serve as a basis for all levels of local government reporting. The Municipality shall ensure reporting on annual expected indicators; whether they are achieved or not. They shall, in every case, be accompanied by reviews made by directorates/offices, etc.

### **1.3.2 Local indicators and agreements with other actors on measuring them**

Many of the indicators are current ones. Information for these indicators can be ensured by other local actors, who measure the indicators for their own institutions. In this context, the municipality will mutually exchange information with these institutions. Below is a list of the actors from whom information will be received at the local level, as well as an agreement template suggested for signing by the respective parties.

- Directorate of Statistics, Fier
- Regional Education Directorate of Fier
- Directorate of Agriculture, Fier
- Regional Directorate of the National Employment Service, Fier
- Tax Department, Fier
- Property Registration Office
- Chamber of Commerce and Industry, Fier Region
- Directorate of Road Traffic, Fier
- Police Directorate, Fier Region
- Other private institution and agencies

## ***1.4 Levels of Reporting Indicators***

The reporting levels for all indicators are provided in the technical specifications section attached as an annex to the present manual. For instance, if an indicator has to be reported at the regional level, that means that same indicator will be reported in 4 different figures, one for each region, at the directorate level by the number of the directorates etc.

### **1.4.1 Indicators at the national level**

The central government measures its own performance through indicators that are monitored at the central level by INSTAT. The Directorate of Statistics of the Fier District feeds the data from the Fier District to the INSTAT central office in Tirana. This directorate publishes a yearbook that, among others provides useful data from the institutions at the central and local level. A copy of this yearbook is sent to each local government unit and to the interested institutions.

## 1.4.2 Distribution according to the criterion of equality

Local authorities are responsible for ensuring a balanced distribution of public benefits to all citizens regardless of sex, age, economic level, race, ethnicity, opportunity level etc. In this context, the local governments administer the mechanisms designed to guarantee the fair and equal distribution of public benefits. Local government units also run the pertinent mechanisms for the collection of information and for monitoring the fulfillment of the above-mentioned duties. Data distribution according to the criterion of equality, in a manner similar to the reporting level, is used to identify groups within the municipality, which are in a situation of disadvantage with regard to a given result measured by its specific indicator. This distribution enables local authorities to set specific objectives for these groups, so as to create the preconditions for planning for the improvement of their situation.

## 1.4.3 General Observations

*Citizens' surveys*

### ***“What is measured and reported draws attention”***

This simple declaration is an appeal to all local governments that want to enter the way of the performance-oriented leadership, so as to show to their clients – the citizens – their engagement toward effective and proactive governance.

The routine measuring and reporting of the performance of public services is indeed the way to go to improve public services; it's also the way to go to increase citizens' confidence in local government.

Citizens' surveys represent an important instrument for setting reliable and solid indicators for measuring the performance of public services. The survey has a double-pronged approach: it is designed to collect citizens' evaluations on a number of performance indicators and it also aims at collecting their input on the service provision according to their priority needs and requirements.

The survey results can be used in order to identify key problem areas and also areas that are progressing well. Thanks to this information, and in conjunction with the information that is related to the indicators from other service registers according to the responsible local government directorates, action plans for improvement can be prepared on the basis of the results.

Citizens' surveys have an advantage, because they provide hints and suggestions that reflect citizens' opinion from the statistical point of view. They include the whole population and can transmit information from the families that do not use the services. For example, a users' survey can target the parents and the children of a particular elementary school or the beneficiaries from the social assistance scheme.

The citizens' survey is conducted on the basis of a representative sample. The sets of questions cover a range of public services such as: roads, potable water, parks/green areas, garbage collection and cleaning, public relations, trust and responsibility.

The town is partitioned in zones that may correspond to the administrative and natural geographical boundaries. These partitions enable the surveyor to gather information about where things are going well or bad, and where the improvements are necessary. The information can be collected by juxtaposed categories: centre- suburbs, formal-informal, neighborhood, region, etc.

Further, within the sample, groups are targeted which are in unfavorable situations in comparison to other groups, or groups that have specific needs concerning services that are provided by the municipality. These groups are: women, children, youth, old people, people with problems, ethnic minorities, etc.

The report of this survey provides to local governments a general overview on the performance of their municipality. The report underlines the high and low score of each field of service that is included in the survey.

The difference between these types of surveys and those surveys taken before the set of indicators has been fixed is that the questions in the citizens' survey are carried out based on a number of previously established indicators, on which the municipality has set aims and is working to improve them. This eliminates the redundant questions and minimizes the risk that the citizens' opinion is not taken into consideration for the improvement of the situation.

- The results of the local survey are presented to the municipal council and to the community they are also used for budgetary and managerial decisions.
- The surveys are repeated in order to measure the changes in the citizens' perception.

## ***1.5 Reduction of workload and facilitating measures for the data collection***

The municipal staff has a considerable daily workload owing to routine office business. In this respect, the utilization of a given set of indicators does in fact support municipal administration through a standardized and time-saving approach that considerably shortens the time needed for data processing and ensures a higher quality of standardized information.

The reduction of workload does in fact reflect on time-saving aspect, rather than in the staff reduction aspect. Taking into account the fact that this system is being introduced for the first time, it may require the increase of personnel in certain directorates.

The improvement of effectiveness of reporting schemes for local government enables municipalities to focus on the collection of the information that is necessary for accountability and decision-making. The management information system should be solid and transparent, so as to be able to provide sound information on:

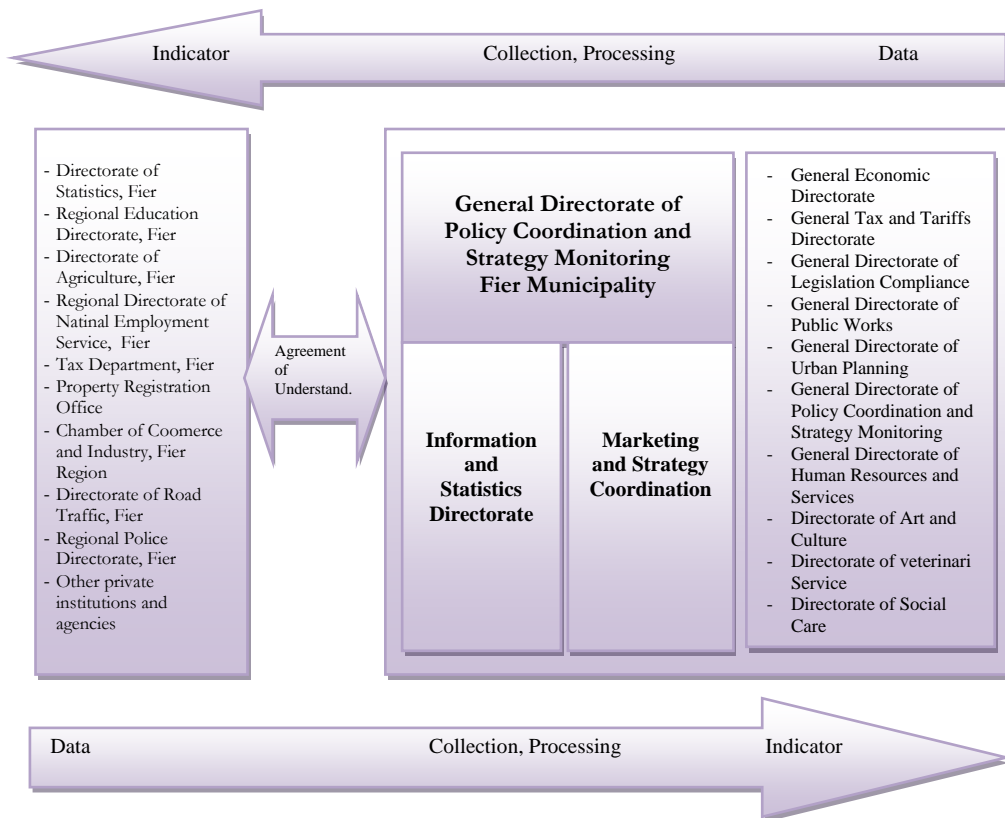
- Baseline data on local strategy development
- Independent assessment through surveys
- Level of engagement, support and participation of central government in coordination with local government where necessary.

## ***1.6 Reporting and information system***

### **1.6.1 A new system for indicator reporting**

Fier Municipality has a structure, the General Directorate of Policy Coordination and Strategy Monitoring, which is responsible for reporting and updating indicators. In order to ensure the necessary information, this directorate establishes and maintains cooperation relations with the other municipality departments, as well as other actors outside the municipality administration. This office builds its relations based on a basis of agreements of understanding and mutual cooperation. Below is a schematic presentation of these relations. The Directorate receives information from various sources.

It makes sure it has the necessary information to set indicators, by:



- Working with the directorates and relevant actors to collect relevant information for each indicator included in the set of indicators
- Simplifying as much as possible the procedures for reporting on indicators
- Providing data to other interested actors
- Retrieving available data as soon as possible
- Establishing a secure system that enables a quick data retrieval for users
- Developing tools for data analysis and for using indicators as effective tools for measuring municipal performance
- Using indicators to improve citizens' information
- Provision of the addresses / the periods when these indicators become effective, for instance, as of April 2008 the indicators are accessible in [www.bashkiafier.com](http://www.bashkiafier.com).

This Directorate also provides the necessary support for the data collection by making available following instruments:

- Standard agreement with the partner institutions, for the purpose of exchanging information
- Set of indicators to be filled out, specifically designed for each department
- Indicators' fiches and the relevant explanatory notes
- Questionnaire for citizens' survey with the relevant fields and questions needed for measuring the indicators
- Database for the centralized management of information and the responsible person for the maintenance and responsible person for updating and maintaining the database
- Reporting templates and templates for analysis of indicators

### **1.6.2 Using indicators in the annual budget**

Fund allocations are made on an annual basis so as to address different priority needs. What is not covered by the targeted use of resources cannot be considered a priority. In general, citizens respect the choices made, even in the case a need they have highlighted has not been addressed, provided they strongly believe that the needs brought forward by others have been rightly dealt with as a matter of priority.

Such choices do bring about a gradual improvement over a certain period of time. In order to bring about change and to be able to properly account for it, one might use the results of the analysis of indicators (and nation-wide comparisons and benchmarks), which are presented to the municipal councils and to the local communities. These instruments are used in order to inform budget-related decision-making and other managerial decisions. The local results are presented to the central government officials and to the donors. They support the priority-setting, the policy formulation, programme development and performance measurement.

#### **Performance Indicators:**

- Sources/Resources: What is being used to purchase products and services (Amount of money allocated in the budget for purchasing materials, equipment, labor)

- Outputs: What comes as a result of the resource inputs (kilometers of paved/reconstructed roads / tons of urban waste removed)
- Efficiency: Cost per unit of the product (How much did the reconstruction of 1 square meter of road cost? How much did the removal of one ton of urban waste cost?)
- Results: What was the result in terms of quality, impact and product (What is the level of satisfaction of the drivers with the quality of the roads? What is the percentage of roads that are considered as having a good quality? What is the level of satisfaction with the quality of garbage removal in town?)

Example of performance indicators applied on a budget template:

<b>Strategic objective of performance a.1:</b>	Satisfied citizens with regard to the green areas in the town and in their neighborhoods
<b>Annual goal of performance a.1.1</b>	Improvement by 5% of the level of satisfaction of the citizens with regard to the green areas in the town and in their neighborhoods.
<b>Annual goal of performance a.1.2</b>	A 5% increase in the number of citizens that use the green areas in the town and in their neighborhoods in their leisure time
<b>Activities:</b>	<ul style="list-style-type: none"> <li>- Increasing the number of green areas from 86 units in 2006 to 90 units in 2007</li> <li>- Planting new trees and flowers</li> </ul>
<b>Strategic objective of performance a.2:</b>	Satisfied citizens with regard to the green areas in the town and in their neighborhoods
<b>Annual goal of performance a.2.1</b>	A 5% increase in the number of citizens that give the evaluation "very good" with regard to the cleaning, maintenance and lighting of the green areas
<b>Activities:</b>	<ul style="list-style-type: none"> <li>- Provision of 6 green areas with new recycle bins and lighting</li> </ul>

- Provision of 5 green areas with new benches
- Maintenance of existing green areas
- Hiring of two new staff for the green areas

**Strategic objective of performance a.3:** Improved quality of neighborhoods through additional green and leisure areas

**Annual goal of performance a.3.1** Provision of green areas for 100% of the neighborhoods and educational facilities

**Annual goal of performance a.3.2** 20% of the neighborhoods and educational facilities are provided with sports facilities

**Activities:**

- Construction of green areas
- Construction of sport facilities

**Annual fund for green areas:** see budget

### *1.7 Quality of data management and auditing*

Traditionally local government monitoring is performed by audit teams, which analyze financial data and compliance with legal requirements. In the framework of the performance monitoring, data management should include qualitative data, which should be collected, analyzed and reported according to an objective-driven methodology.

Local authorities are responsible for ensuring an adequate quality level of the data management. The activities aimed at the data collection should also include an appraisal of the structure, which has the responsibility of monitoring the performance at the municipality level.

### *1.8 Definitions for local indicators*

This section provides the detailed definitions for each indicator

Number of Indicator	#	Title of Indicator	As described in the list
Do the data come from the municipality or from a	yes/	Is this indicator included in the	Number of Strategic





<b>public utility managed by the municipality?</b>	no	<b>Fier Development Strategy?</b>	Objective
<b>Justification</b>	Give justifications for the inclusion of this indicator		
<b>Definition</b>	<p>Describe the way the indicator will be measured and what it specifically measures. Provide an exact definition on the specific terms.</p> <p>The definition section should include information that is key to the calculations of the given indicator as provided for in the definition section.</p> <p>In case data from other sources have been considered as a basis for calculation, information on the data sources should be provided.</p>		
<b>Formula</b>	Explanations on the calculation formula		
<b>Practical example</b>	Shows how the definition and the formula work in real terms	<b>Good performance</b>	Describes the cases that may be accounted for as good performance, and the cases that may be accounted for as unsatisfactory.
<b>Collection Frequency</b>	Explains the frequency of data collection	<b>Data Source</b>	Provides information on the data sets that have been used, the collection methodology and its specific links with the Fier Development Strategy
<b>Format</b>	Provides explanations on the data format	<b>Decimal places</b>	Provides information of number of decimal places that are taken into account
<b>Department / Reporting Unit</b>	Gives explanations and details of the Department / Unit / Agency/Section that will provide the information		







<b>Reporting Level</b>	Provides information on the level/audience targeted by the reporting activity
<b>Further Information</b>	Provides guidance on where to find more information in order to improve the quality of the reporting and to understand data that come from other sources.
<b>Reporting level</b>	Ensure information for the level/group to which it is being reported
<b>Further information</b>	An explanation as to where more information could be found to facilitate reporting, and also to understand the data provided by other organizations.








## 1.9 *References*

- National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions.
- Manual of Service Improvement Action Plan - Local Government and Decentralization in Albania LGDA project
- Performance / participatory audit training course, June 18-22, 2007, Presented by, James R. Bonnell
- Co-Plan presentation about monitoring process
- ISO Standards
- Development Strategy of Fier City

## 2 Report of Indicators







Strategic goals and objectives according to CDS	No of indicator	Indicator title	Year	Unit	Plan	Fact	
<b>1. Empowerment of private sector in Fier focusing mainly on Agribusiness and Tourism</b>							
<b>1.1</b> Support development of agricultural and agribusiness products.	1	Number of businesses classified as agribusinesses	2008	subject			
			2009	subject			
	2	Number of markets for agricultural, livestock and fish products in the city	2008	markets		5	
			2009	markets			
	3	Number of people employed in agribusiness sector	2008	people			
			2009	people			
	4	Satisfaction of agribusinesses with municipality services	2008	%			
			2009	%			
	194	Number of dealers who sell agricultural, livestock and fish products in the market.	2008	dealers		120	
			2009	dealers			
	<b>1.2</b> Provide opportunities for agro tourism, historical tourism, and coastal tourism to include Fier in the itineraries of national and regional tourism.	5	Number of publications / studies on agribusiness	2008	publications		1
				2009	publications		
7		Number of tourists visiting the city in a year	2008	tourists			
			2009	tourists			
8		Number of activities developed in tourist zones, where the municipality is a contributor	2008	activities	35	40	
			2009	activities			
9		Number of cultural activities organized in Fier city	2008	activities	240	250	
			2009	activities			




	10	Satisfaction with the maintenance of historical and archeological zones	2008	%		
			2009	%		
	12	% of citizens who think that roads connecting Fieri with tourist destinations are good or very good	2008	%		
			2009	%		
	13	Number of information points in the city for tourists	2008	points		0
			2009	points		
	14	Number of restaurants within the municipality territory with menus in Albanian / English / other languages	2008	restaurants		0
			2009	restaurants		
	15	Number of hotels with more than 4 rooms	2008	hotels		4
			2009	hotels		
18	Number of tourists who receive information from the information office in the municipality	2008	tourists			
		2009	tourists			
70	Number of promotional and advertising materials about tourism	2008	units		1	
		2009	units			
170	Number of national and local tourist guides / itineraries, where Fier is involved	2008	%			
		2009	%			
1.3 Strengthen co-operation between public institution and the private sector in Fier.	19	Number of businesses which inquire for information at the municipality	2008	businesses		
			2009	businesses		
	20	Satisfaction of businesses with the information offered by the municipality	2008	%		41
			2009	%		
22	Number of projects with joint contribution by the municipality and the business	2008	projects			
		2009	projects			





1.4 Strengthen law enforcement by the responsible public institutions in Fier city and promote attraction of both foreign and local investment.	6	% of small businesses owned by women	2008	%		
			2009	%		
	21	Evaluation of businesses in terms of honesty in the signing of contracts	2008	%		16
			2009	%		
	23	Time required for receiving official information by the municipality	2008	days	up-to 15	up-to 15
			2009	days	up-to 15	
	24	Time for receiving replies to complaints	2008	days	15	8
			2009	days	15	
	25	Time for obtaining a transport license (taxi, minibuses)	2008	days	30	15
			2009	days	15	
	26	Time for obtaining a construction permit	2008	days	60	60
			2009	days	60	
	27	Number of foreign investments	2008	projects		
			2009	projects		
	28	Number of local investments	2008	projects		
			2009	projects		
29	Level of foreign investments	2008	Lek/Euro			
		2009	Lek/Euro			
30	Level of local investments	2008	Lek/Euro			
		2009	Lek/Euro			
31	Number of employees in foreign companies	2008	employees			
		2009	employees			
32	Number of employees in local companies	2008	employees			
		2009	employees			


	34	Number of employees in small insured businesses	2008	employees		3327
			2009	employees		
	59	Number of employees in big insured businesses	2008	employees		5972
			2009	employees		
	114	Total number of insured employees	2008	persons		22661
			2009	persons		
191	Unemployment rate	2008	degree			
		2009	degree			
1.5 To promote increasing the number of EIAs in Fier.	33	% of businesses with ISO	2008	%		
			2009	%		
	35	Number of taxes imposed by Fier municipality where 30% is applicable	2008	taxes	0	0
			2009	taxes	0	
	36	Number of businesses benefiting from using public property	2008	businesses		
			2009	businesses		
	37	Total number of businesses	2008	subjects	2080	2152
			2009	subjects	2241	
38	Total number of small businesses	2008	subjects	1640	1702	
		2009	subjects	1784		
195	Evaluation of facilities for starting a business in Fier	2008	%			
		2009	%			
2. Creation of favorite socio-economic conditions for further development of Fier city			Year	Unit	Plan	Fact
2.1 To promote a coordinated	39	% of the municipality territory completed with public infrastructure (urbanized)	2008	%		
			2009	%		






development between urban planning, the number of population of the city, and the extension of engineering and social infrastructure networks.	40	% of the territory with partial urban planning	2008	%	10
			2009	%	
	41	Citizens' satisfaction with the city urban development	2008	%	
			2009	%	
	52	% of investments according to the urban plan	2008	%	
			2009	%	
	53	% of investments according to the capital investment plan	2008	%	
			2009	%	
	55	Kilometers of roads for bicycles	2008	km	0
			2009	km	0
	56	Kilometers of roads for pedestrians	2008	km	0
			2009	km	0
	74	Number of families receiving economic aid	2008	families	
2009			families		
196	% of citizens who think that the quality of life in the city is good or very good	2008	%	66	
		2009			
201	% of citizens who think that the economic growth is good or very good	2008	%	31	
		2009	%		
2.2 Develop more environments and activities for a richer socio-cultural life in the city.	11	Satisfaction with the quality of cultural activities	2008	%	
			2009	%	
	42	Citizens' satisfaction about public spaces in the city	2008	%	
			2009	%	
	43	Citizens' satisfaction about sport environments and activities	2008	%	
2009			%		


44	Citizens' satisfaction with the theatre	2008	%		
		2009	%		
45	Number of shows performed by Bylis theatre per year	2008	shows	30	40
		2009	shows		
47	Number of shows performed by the <i>Myzeqeja</i> Ensemble and the city <i>Estrada</i> per year	2008	shows	17	20
		2009	shows		
48	Number of theatre tickets sold	2008	ticket		2949
		2009	ticket		
49	Satisfaction with the libraries	2008	%		
		2009	%		
50	Number of citizens who use the public library	2008	registered	5400	
		2008	registered		5195
51	Total number of cultural and artistic projects	2008	projects	41	42
		2009	projects	43	
58	Annual investment for socio-cultural environments	2008	leke		
		2009	leke		
60	Number of social NGOs	2008	NGO		14
		2009	NGO		
61	Number of social projects	2008	projects		
		2009	projects		
108	Number of library collection units in the public library	2008	units		
		2009	units		
167	Annual budget allocated to Art and Culture Directorate	2008	leke	52030000	5110000
		2009	leke	53452000	



	168	Annual budget allocated to Sports	2008	leke	26640000	26478000
			2009	leke	26526000	
	204	Number of book titles in the public library fund	2008	titles		
			2009	itles		
2.3 Re-evaluate the values of cultural and historical tourism in the city of Fier	16	Satisfaction with the maintenance of historical monuments in the city	2008	%		
			2009	%		
	17	Number of historical monuments in the city	2008	monuments		5
			2009	monuments	5	
	64	Number of museum visitors	2008	visitors		17340
			2009	visitors		
68	Number of museums visit able museums	2008			1	
		2009				
69	Number of visit able historical and cultural sites	2008	points		1	
		2009	points			
2.4 Integrate in the city the communities with low income and those living in informal zones	46	Number of families registered as homeless	2008	families		752
			2009	families		
	65	% of citizens who think that they belong to their city	2008	%		
			2009	%		
	67	% of citizens who think they feel well in the community in which they live regardless of their origin of economic level	2008	%		
			2009	%		
71	Number of employment programs	2008	programs			
		2009	programs			
72	Number of families accommodated in public	2008	families		48	

		residences	2009	families	98	
	73	Number of community education projects	2008	projects		2
			2009	projects		
	105	% of citizens who are satisfied with the infrastructure in the former informal zone	2008	%		
			2009	%		
	106	% of citizens who are satisfied with the services in the former informal zone	2008	%		
			2009	%		
	192	% of the population capable of working	2008	%		
		2009	%			
193	Average income per capita	2008	leke			
		2009	leke			
<b>3. Empowerment of education system at all levels</b>			<b>Year</b>	<b>Unit</b>	<b>Plan</b>	<b>Fact</b>
<b>3.1</b> Increase the quality of physical infrastructure of the education system at all levels.	62	Number of schools with sport facilities	2008	%	15	2
			2009	%	0	
	75	% of education objects that meet the basic maintenance standards	2008	schools		50
			2009	schools		
	76	Number of schools and kindergartens with access to fixed telephone lines	2008	schools		14
			2009	schools	14	
	77	Number of schools and kindergartens protected against fire and equipped with first aid kits	2008	schools		0
			2009	schools		
78	Number of schools trained in taking measures against risks and giving first aid	2008	schools		0	
		2009	schools	0		
79	Number of schools with running water	2008	schools		14	




		2009	schools	14	
80	Number of schools with 1 toilet / # student	2008	schools		5
		2009	schools		
81	Number of schools with a heating system	2008	schools		0
		2009	schools		
82	Number of schools with no humidity problems	2008	schools		5
		2009	schools	7	
83	% of schools, whose hygienic-sanitary conditions are evaluated as good or very good	2008	%		50
		2009	%		
84	Citizens' satisfaction with the maintenance of public education objects	2008	%		64
		2009	%		
86	% of public schools versus total number of schools (private + public)	2008	%		50
		2009	%	50	
90	% of schools in good or very good (reconstructed) physical conditions	2008	%		
		2009	%		
91	% of kindergartens in good or very good (reconstructed) physical conditions	2008	%		92
		2009	%	92	
92	% of day nurseries in good or very good (reconstructed) physical conditions	2008	%	100	50
		2009	%	50	
95	Number of students per class in 9-year education system (public schools)	2008	students		14-34
		2009	students		
96	Number of students per class in the high education (public schools)	2008	students		22-38
		2009	students		
166	Annual budget allocated to the Education	2008	leke	50924000	46120000

		Economic Centre	2009	leke	68829000	
<p style="text-align: center;"><b>3.2</b>            Improve the teaching methodology at all school levels and profiles according to a result-oriented approach: “lifelong learning”.</p>	85	Citizens’ satisfaction with the level of teaching in schools	2008	%		
			2009	%		
	88	% of public schools with laboratories (chemistry, physics, foreign languages)	2008	%		100
			2009	%		
	89	% of public schools with a library	2008	%		100
			2009	%		
	98	% of students in professional high schools	2008	%		19
			2009	%		
	99	Number of youth employment programs	2008	programs		
			2009	programs		
	100	Number of students carrying out their internship in businesses	2008	students	228	228
			2009	students	197	
	102	Number of professional schools connected with businesses	2008	schools	2	1
			2009	schools	2	
188	% of the population with basic education	2008	%			
		2009	%			
189	% of the population over 18 with high education	2008	%			
		2009	%			
190	% of the population over 22 with university education	2008	%			
		2009	%			
<p style="text-align: center;"><b>3.3</b>            Increase attendance of pre-school</p>	87	Number of public versus private kindergartens	2008			39977
			2009			

institutions.	93	% of children attending public kindergartens versus the total of children attending public and private kindergartens	2008	%		91
			2009	%		
	94	% of children attending pre-school education	2008	%		93
			2009	%		
	97	Number of children per age group (public kindergartens)	2008	children		30-45
			2009	children		
3.4 Invest in the physical infrastructure of the new University in the city of Fier.	101	Total % of high school students who go to higher public schools (universities)	2008	%		67
			2009	%		
4. Re conception of the territory management of Fier municipality based on democratic and transparent participation of all stakeholders with the purpose of economic development.			Year	Unit	Plan	Fact
4.1 Increase the number of uses in the city based on the urban plan in favor of creating a more functional environment for the inhabitants.	63	Coverage of resident blocks with sport facilities	2008	%		4
			2009	%	4	
	181	Number of green parks in the city	2008	green park	98	98
			2009	green park	110	
	182	Number of public sport and recreational centers for children in the city	2008	game place		2
			2009	game place	3	
4.2 Manage the city reconstruction and growth based on “structural units”, determined by the urban plan.	117	Number of approved partial studies	2008	studies		
			2009	studies		

4.3 Promote transformation of the city by identifying 'strategic catalytic interventions', capable of extending their influence to further areas of the city.	104	Number of businesses per regions	2008	businesses		
			2009	businesses		
4.4 Start the process of legalizing and urbanizing informal zones.	118	Number of municipality projects / investments in former informal zones	2008	projects		1
			2009	projects	0	
	119	Size of informal zones	2008	m2		
			2009	m2		
123	Number of illegal constructions in towns	2008	cases		10	
		2009	cases			
4.5 Formulate a solution to property issues.	109	Number of conflicts over public property	2008	cases		0
			2009	cases		
	110	% of conflicts over public property solved in favor of the municipality	2008	%		0
			2009	%		
	120	% of municipality assets registered with IPRO	2008	%	1.3	1.3
			2009	%	10	
121	Number of assets / public property	2008	property	834	758	
		2009	property	834		
122	Size of municipality assets/public property	2008	m2	4450901	1852696	
		2009	m2	4450901		
4.6 Rehabilitate and regenerate the	111	% of areas of rehabilitated industrial zones	2008	%		0
			2009	%	0	

industrial economic zones.	126	Number of infrastructure projects / investments in business (industrial) zones	2008	projects	2		
			2009	projects			
4.7 Ensure an efficient exploitation of the territory within the yellow line.	103	Areas dedicated to business (New businesses+ changes of destinations)	2008	m2	3940		
			2009	m2			
	107	Land approved for constructions	2008	m2	11690		
			2009	m2			
160	Municipality annual income from infrastructure impact permissions	2008	leke	95000000	66000000		
		2009	leke	70000000			
4.8 Improve physical infrastructure (roads, telecommunication) for developing economic activities, encouraging business and public transportation.	54	Number of car accidents within municipality territory caused by physical infrastructure and traffic signs	2008	accidents	📖		
			2009	accidents			
	57	Time needed for a car to go from the North to the South of the city at peak time	2008	minutes	40101		
			2009	minutes	40101		
	112	% of reconstructed roads	2008	%	41		
			2009	%	45		
	113	% of city coverage with public transport	2008	%	30		
			2009	%	60		
	115	% of roads with vertical and horizontal traffic signs	2008	%	70	70	
			2009	%	80		
124	% of citizens using urban transport in the city	2008	%	📖			
		2009	%				
177	% of main roads with lighting	2008	%	71			
		2009	%	79			
178	% of secondary roads with lighting	2008	%	60			

			2009	%	68	
	179	% of tertiary roads with lighting	2008	%		12
			2009	%	13	
	180	Number of squares with lighting	2008	squares		3
			2009	squares	3	
<b>5. Improvement of the quality of living by improving the quality of environment within and outside the city of Fier.</b>			Year	Unit	Plan	Fact
<b>5.1</b> Ensure the level of pollution is below the specified standards.	127	Number of pollution agents in the city exceeding the norm	2008	pollution agents		
			2009	pollution agents		
	131	Number of centers for measuring the pollution of air, water, etc.	2008	points	26	26
			2009	points	26	
	132	Number of polluting industries without filters	2008	enterprises		
			2009	enterprises		
	133	% of roads swept by sweeping machines	2008	m2		1
			2009	m2	1	
	134	% of sewage systems with treatment plants	2008	%		0
			2009	%	0	
	135	% of roads in the city with restricted car traffic	2008	%	25	25
			2009	%	35	
	136	Level of cleanliness of Gjanica river water through the city	2008	degree		
2009			degree			
202	% of urban waste treated in a land field	2008	%		0	

			2009	%		
5.2 Expand the green areas in the city.	116	Green areas per inhabitant	2008	m2	1	1.1
			2009	m2	1.2	
	172	Annual budget for green areas	2008	leke	19040000	14658000
			2009	leke	24682000	
	175	New green areas	2008	m2		15500
			2009	m2	8000	
176	Number of new trees	2008	trees	650	685	
		2009	trees	450		
5.3 Raise public awareness to environment issues.	128	Number of citizens who participate in discussions about environment	2008	activities		100
			2009	activities		
	129	Number of activities with citizens on environment protection	2008	activities		1
			2009	activities		
	130	Number of environmental damages caused by citizens	2008	cases		2
			2009	cases		
137	Number of activities on raising awareness about the Aarhus Convention	2008	%		1	
		2009	%			
6. Re conception of the work of the municipality administration by considering citizens as clients for the municipality services			Year	Unit	Plan	Fact
6.1 Empower the City human resources capacities in a strategic manner.	138	% of the City staff with university education	2008	%		30
			2009	%		
	139	% of the City staff enjoying the civil servant status	2008	%		60
			2009	%		
140	% of the City staff with post-university and	2008	%		1	

		master qualifications	2009	%	4	
	141	% of positions covered by employees with the relevant education and qualifications	2008	%		70
			2009	%	100	
	142	% of women in administration	2008	%		51
			2009	%		
	143	% of women in senior posts (I-II)	2008	%		30
			2009	%		
	144	% of staff that has attended at least one training workshop a year relevant to the job needs	2008	%		70
	2009		%	100		
145	% of staff with ore than 5 years of working experience in the same municipality department	2008	%		70	
		2009	%			
6.2 Promote provision of quality services to citizens and businesses and reduce the impact of informal businesses in the local economy.	66	% of citizens who think that the municipality appreciates public participation in decision-making	2008	%		31
			2009	%		
	125	% of families owning private cars	2008	%		40
			2009	%		
	146	Number of services with improvement plans	2008	services		0
			2009	services	0	
	147	Number of citizens who participate in budgeting processes	2008	citizens		600
	2009		citizens			
148	% of annual budget allocated to participatory budgeting vs. annual investment budget from the municipality income	2008	%		37	
		2009	%	30		
149	Citizens' satisfaction with the attitude of the	2008	%		66%	

	City employees	2009	%		
150	Citizens' satisfaction with the city cleanliness	2008	%		54
		2009	%		
151	Citizens' satisfaction with the neighborhoods cleanliness	2008	%		📖
		2009	%		
152	% of families who pay their tariffs	2008	%	100	55
		2009	%	100	
153	Number of services for which a family fee is paid	2008	services	3	3
		2009	services	3	
154	Annual payment for fees/families	2008	leke		900
		2009	leke	900	
155	% of costs covered by businesses for cleaning services	2008	%	53	56.5
		2009	%	58.8	
156	Number of citizens in committees or joint working groups	2008	citizens		96
		2009	citizens		
157	Number of public hearings	2008	meetings		3
		2009	meetings		
158	Number of interviews and press conferences of the municipality staff covered by the media	2008	events		87000000
		2009	events		
159	Annual income of the municipality from the BV tax	2008	leke	94000000	19200000
		2009	leke	90000000	
161	Municipality annual income from household tariffs	2008	leke	27800000	70810000
		2009	leke	23000000	
162	Municipality annual income from business	2008	leke	77200000	69476000

	tariffs	2009	leke	76360000	
163	Annual budget for maintenance of roads and sidewalks	2008	leke	72036000	53
		2009	leke	78210000	
164	Kilometers of roads and sidewalks maintained per year	2008	km		52
		2009	km	58	
165	Satisfaction with the maintenance of roads and sidewalks	2008	%		68649000
		2009	%		
169	Annual budget allocated to the cleaning company	2008	leke	69925000	39550
		2009	leke	80583000	
171	Tons of waste collected per year	2008	ton	36500	112090
		2009	ton		
173	Maintained green areas	2008	m2		6800
		2009	m2	120100	
174	Total number of trees planted and cared for in the city	2008	trees	6150	0
		2009	trees	7250	
183	Number of services designed according to the demand and needs of special community groups	2008	services		
		2009	services		
184	% of families with internet access	2008	%		16
		2009	%		
185	Average number of hours of water supply for households	2008	ore	12	
		2009	ore	18	
186	Citizens' satisfaction with the quality of tap water	2008	%		24006
		2009	%		

	187	Total number of families in the territory of Fier municipality	2008	families	62
			2009	families	
	197	% of citizens who evaluate the drinking water supply as good or very good	2008	%	46
			2009	%	
	198	% of citizens who evaluate sewage systems as good or very good	2008	%	66%
			2009	%	
	199	% of citizens who evaluate public lighting as good or very good	2008	%	53
			2009	%	
	200	% of citizens who evaluate procedures and clear rules as good or very good	2008	%	4330
			2009	%	
	203	Number of families excluded from the scheme of local tax and tariffs	2008	families	74
			2009	families	
	205	% of roads swept in the city	2008	m2	
			2009	m2	80



To define the value of the indicator is needed to improve the method of data record as well as improve of method for collection of the information.