



BASHKIA KAMËZ



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CONCLUSIONS

BASHKIA KAMËZ



SECTION I.

1. THE VISION

After the fall of the communist regime in 1991, Kamza became one of the areas in Albania that experienced the most significant and radical transformations at the national level. These changes affected its demographic, economic, social, cultural, and environmental structures.

The demographic shift was primarily driven by large-scale internal migration, especially the movement of families from the country's northeastern regions toward the Tirana area. This influx profoundly impacted almost the entire territory of Kamza. As a result, many local development indicators evolved, both in form and in concept, shifting from a static to a much more dynamic character.

To manage this rapid transformation, there was an urgent need to strengthen local governance in order to guide and program the city's development process. In 1996, Kamza was officially upgraded from a second-level municipality to a first-level municipality, which increased its administrative authority and enhanced its annual budget through higher revenues.

However, the civil unrest of 1997, sparked by the collapse of nationwide pyramid schemes, severely disrupted local institutions. This crisis delayed the response to demographic challenges and hindered the ability to plan and manage the rapid population growth effectively. Although the population continued to grow at an exponential rate, local institutions struggled to provide a coherent framework for guiding urban and territorial development.

The full re-establishment and gradual strengthening of institutional functions began in the following years. Nevertheless, many unresolved issues from the previous decades remain present even today. For example, Kamza did not adopt a General Local Plan until 2022. Until then, the city's territorial development was primarily governed by national legislation, often through frameworks that did not reflect the specific local needs or provide sufficient detail. These plans, frequently revised, were focused mainly on matters of national importance and failed to guide Kamza's development in a structured, local context.

The 2022 General Local Plan marks a major milestone for Kamza's future. It serves as a strategic tool for territorial planning and development, with a detailed approach that integrates not only regulatory and spatial considerations but also social, economic, environmental, and cultural dimensions. These characteristics provide the foundation for guiding the city's development through a cross-sectoral approach focused on

integration, while reinforcing key elements that promote sustainable and inclusive growth.

In this context, the URBACT IV Programme - specifically the U.R.Impact project - complements the General Local Plan by enriching it with an *Integrated Action Plan* within an operational framework. This plan emphasizes social innovation, combining social, environmental, and economic components into a unified strategy. The Integrated Action Plan will align fully with the 2022 General Local Plan, while also incorporating insights drawn from European best practices and knowledge exchange with the nine other partner cities involved in the U.R.Impact project.

A central component of the Integrated Action Plan is the creation of a new green space, a *Multifunctional Park*, to be developed between Kamza's City Center and the Laknas area, along the banks of the Tirana River. This location is designated as a "Green Area" in the 2022 General Local Plan. The goal of the Integrated Action Plan, as the U.R.Impact project's flagship initiative, is to transform this currently underutilized space into a vibrant area with multifunctional purposes that serve the wider community. (See Figure 1)

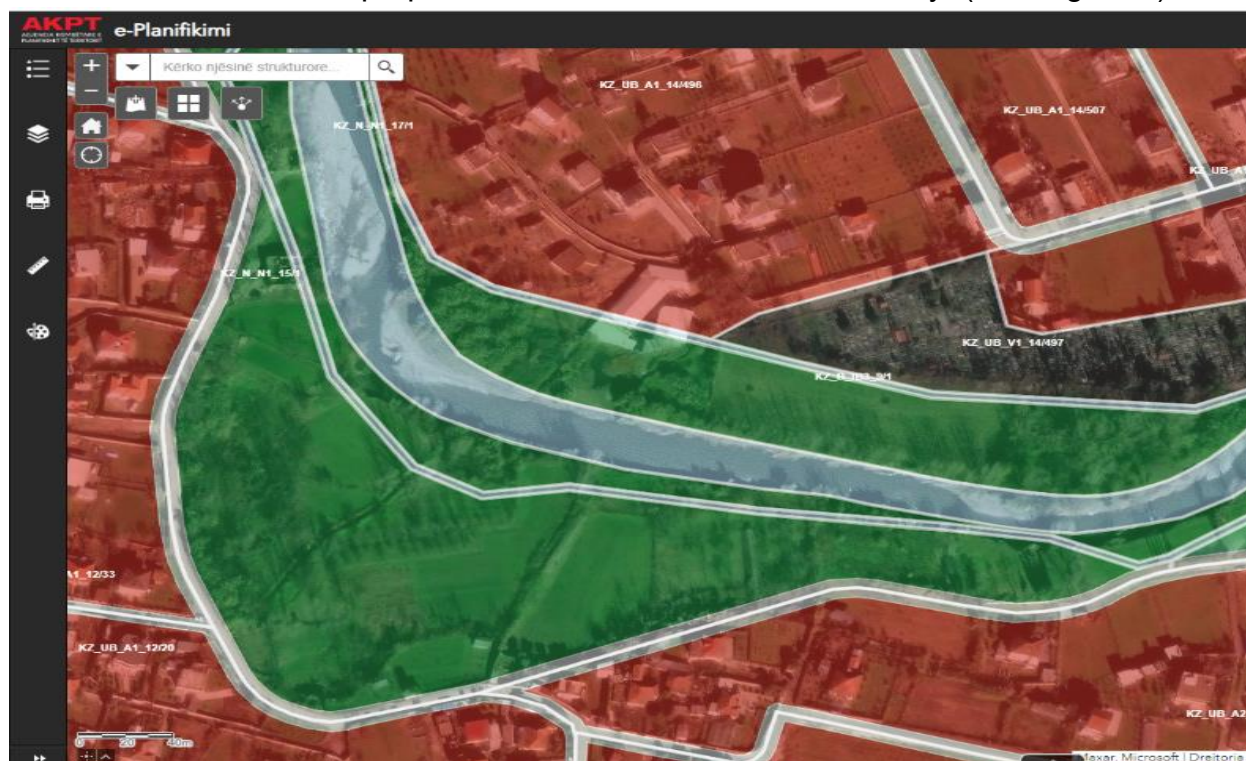


Figure 1. The green area in the image is taken from the digital map of the Local General Plan 2022 and is subject to the Integrated Action Plan of the U.R.Impact project for the Kamez Municipality.

Once implemented, this Action Plan will also serve as a pilot project for future interventions along the entire course of the Tirana River, as well as the Tërkuza River, which also flows through the territory of Kamza.

As previously noted, the broader objective of this initiative is to increase green spaces across various areas of the Kamza Municipality, while integrating them with social infrastructure including spaces for creative activities, relaxation, entertainment, sports, and cultural engagement.

This objective is fully aligned with the Municipality's ongoing development policies. A similar, yet larger-scale, project has already been successfully implemented in Paskuqan, with the creation of the Paskuqan Lake Park in the southeastern part of Kamza. This park stands as one of the most notable achievements of the current municipal administration and serves as a model for future sustainable urban interventions.

Our vision is rooted in the aspiration to develop a sustainable, inclusive, and smart city that thrives on economic and social innovation, prioritizes the well-being of its citizens, and is built on the principles of environmental responsibility and equity.

This vision is fully aligned with the United Nations Sustainable Development Goals (SDGs), as well as with European, regional, national, and local strategies for sustainable development. It reflects a forward-looking approach that embraces social innovation, fosters green transition, and promotes territorial cohesion.

The current administration of the Kamza Municipality places particular emphasis on the expansion of green public spaces, seeing them as key drivers for improving quality of life and environmental health. The Paskuqan Lake Park, a flagship project in the southeastern part of the municipality, stands as a symbol of this commitment and a tangible example of how urban regeneration can serve community needs while enhancing ecological resilience.

In this framework, the Integrated Action Plan finds strong institutional and political support, particularly in the short- and medium-term development policies of the Municipality. While its specific objective is to carry out a regenerative intervention in a designated area along both sides of the Tirana River, the Plan also sets out a broader, long-term goal: to transform the entire riverbanks of the Tirana and Tërkuza Rivers into accessible, inclusive, and multifunctional public spaces.

This transformation aims to restore ecological balance, improve public access, and create new spaces for social interaction, recreation, culture, and biodiversity, thereby reclaiming the rivers as active components of urban life.

An essential element of the Action Plan is its role as a model of good practice—a pilot intervention that can be replicated in other parts of the municipality and beyond. In this regard, a strong emphasis is placed on the measurement and evaluation of impact, which will be crucial to consolidating the model, refining the approach, and ensuring that future actions are evidence-based and community-driven.

By positioning this Plan as both a strategic and operational tool, Kamza demonstrates its readiness to lead with innovation and inclusivity, while actively contributing to Albania's broader goals of sustainable urban development and European integration.

First and foremost, it is important to emphasize that the formulation of both the general and specific objectives of this Integrated Action Plan was grounded in a participatory process involving key local stakeholders.

Through a series of consultations with a diverse group of participants, including residents living near the intervention area, representatives from various departments of the Kamza Municipality, and members of the Local Youth Council, a shared concern emerged: the critical lack of green public spaces in and around the city center, as well as in adjacent suburban areas.

Although participants expressed their needs and priorities from different perspectives, there was a clear consensus: the urgent necessity to increase the number of accessible green spaces within the city of Kamza. This collective demand strongly influenced the strategic direction of the Action Plan. (See Figure 2)

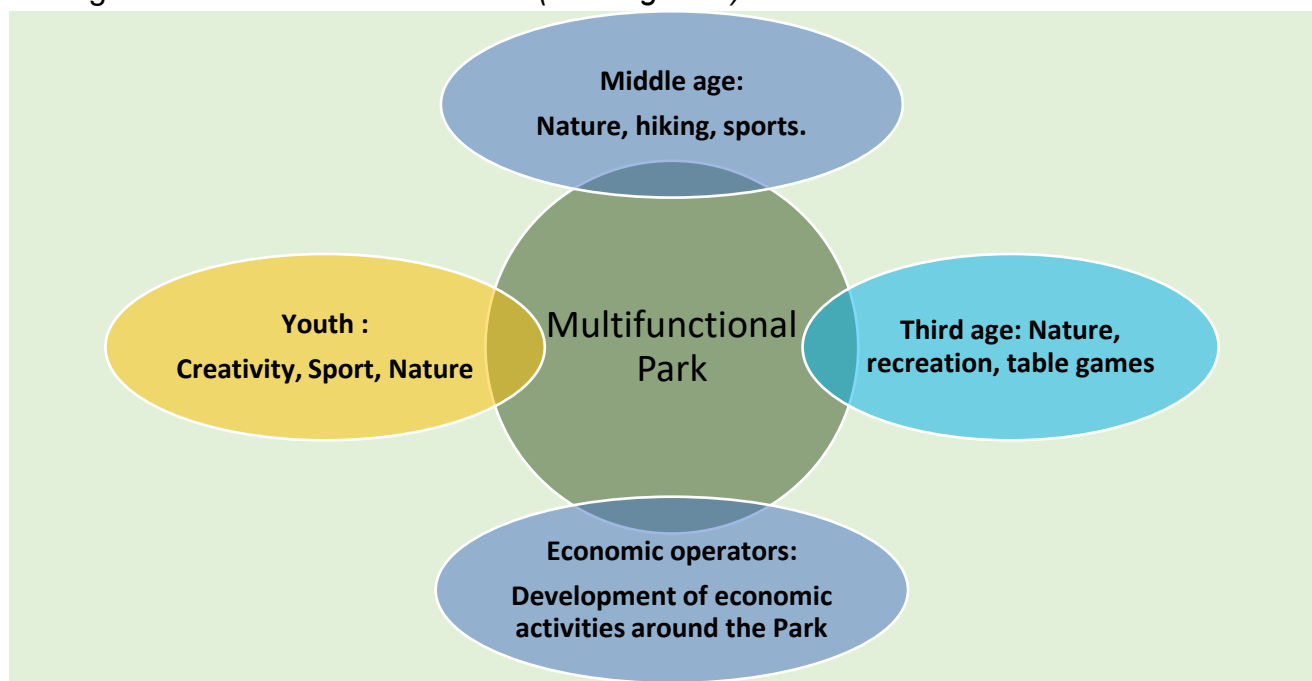


Figure 2: Logical scheme of the conception of the Multifunctional Park

With the consolidation of the Urbact Local Group, consisting of representatives of Departments of Kamez Municipality and Members of the Local Youth Council, an analysis of preferences, opportunities, problems and administrative procedures was made. These findings will be taken into consideration and reflected in the Action Matrix. Analytical and propositional discussions during ULG meetings will be a central part of this action plan. Also important were the opinions of other stakeholders, such as various citizens and economic operators. An important role in the drafting of the Action Plan will be the expertise provided by external experts (enabled by the Urbact IV Program) and the good practices obtained from exchanges with other partners of the U.R. Impact Project. The main analytical pillar of this Integrated Action Plan will be the expected Impacts and how they will be measured. This methodology, from the moment it will be consolidated (mainly from representatives of the Municipality directorates) will be intended to find application in other planning processes and also in future projects aimed at interventions for urban regeneration in the city of Kamza.

The integrative elements of the Integrated Action Plan will have an interwoven nature (Figure 3).

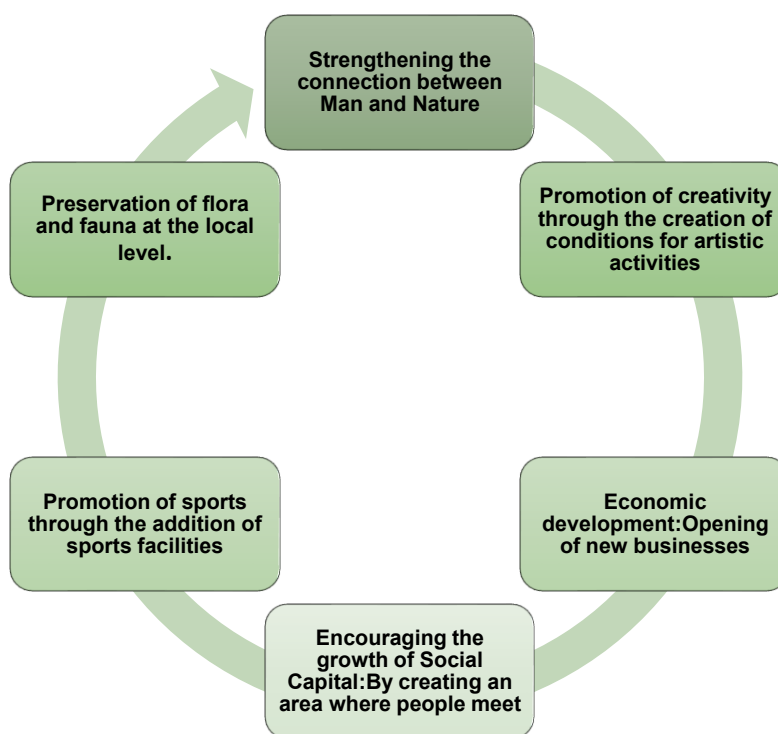


Figure 3. Main integrative elements of the Integration Action Plan.

2. CURRENT SITUATION AND DATA RELEVANT TO THE THEMES ADDRESSED

In 1991, the administrative territory of Kamza had an estimated population of approximately 12,500 residents. Over the following five years, demographic growth far exceeded expectations: by 1996, the population had risen to 45,000. This upward trend continued, and by 2011, according to that year's national census, the number of residents had reached 90,000.

Population growth remained steady, and by 2015, the number of residents had increased to 94,000. That same year, the nationwide administrative reform brought significant changes to Kamza, most notably the incorporation of the Paskuqan area, located southeast of the city. As a result, Kamza's administrative territory expanded from 25 km² to 37 km², along with a corresponding increase in its population and jurisdictional responsibilities. According to INSTAT data, the resident population of Kamza reached 121,277 in 2021. By early 2024, official records from the Civil Status Office of the Kamza Municipality reported a total population of 145,639 inhabitants. (See *Chart 1*)

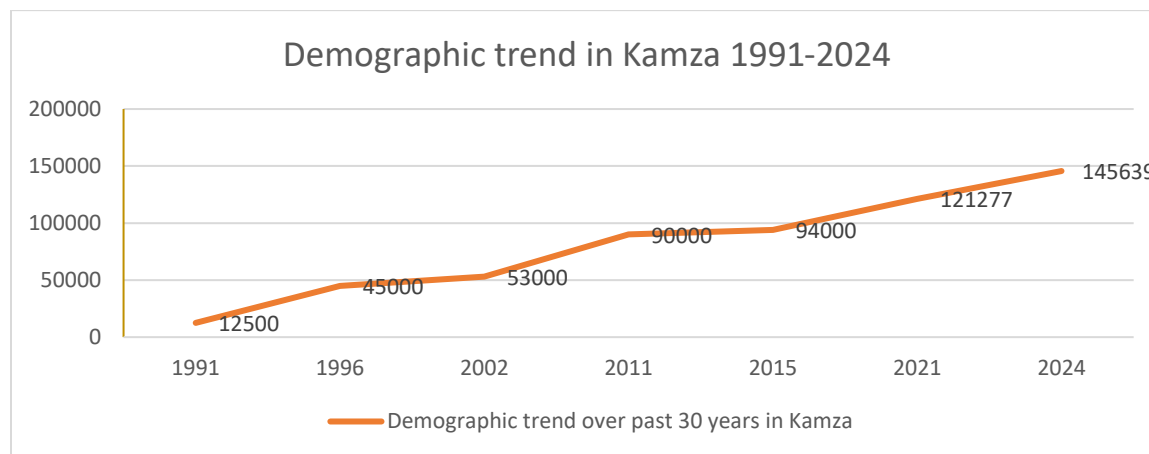
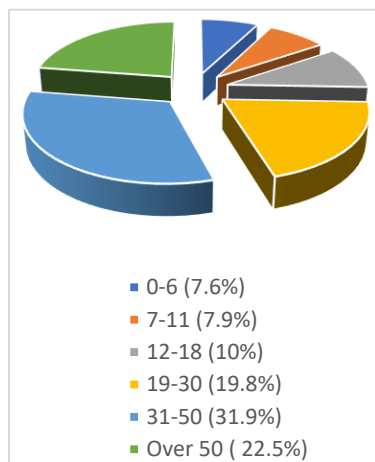


Chart 1. Demographic trend in Kamez Municipality over the last 30 years.

The data clearly demonstrate that the population of Kamza continues to grow steadily. This ongoing demographic expansion highlights the territory's tangible development potential, confirming its attractiveness in terms of both economic and social opportunities.



This potential is particularly significant when considering the youthful demographic structure: currently, 19.8% of the population is aged 19–30, while 31.9% falls within the 31–50 age group. This demographic profile positions Kamza as a city with a strong and active labor force, capable of supporting and sustaining productive economic activities.

Moreover, Kamza holds the distinction of being the most densely populated municipality in Albania in terms of inhabitants per square kilometer. While the national average is 97 inhabitants/km², Kamza has an exceptionally high population density of 2,801 inhabitants/km², reflecting both its urban character and the high pressure on land use and public services.

While this demographic and economic growth presents significant opportunities, it also brings a set of complex challenges that must be addressed. These challenges are primarily related to ensuring sustainable development (socially, environmentally, and in terms of inclusivity).

Kamza's geographical position is among the most strategic in Albania, particularly from an economic perspective. The city is located just 7 kilometers from Tirana's city center and 4 kilometers from Tirana International Airport. In addition, Kamza is directly connected by national road networks linking northern and southern Albania, positioning it as a vital economic hub. Its proximity to the Port of Durrës which is the country's largest seaport, only 30 kilometers away, and enhances its logistical and commercial importance.

The main economic sectors in Kamza include services and light industry, both of which are experiencing continuous growth and have become significant sources of employment, particularly for women. Although official statistics report an unemployment rate of 11.5%, this figure may be overestimated due to informality in labor practices, especially within small enterprises.

Although employment policy is primarily a central government responsibility, the Kamza Municipality is actively investing in general and vocational education and is working to strengthen cooperation between the Local Labor Office, career counseling services, and

private enterprises. These efforts aim to enhance the skills and competencies of the younger population in line with the demands of the contemporary labor market.

On the social front, the Municipality has launched a number of initiatives to support vulnerable and disadvantaged groups. Several projects have been implemented in collaboration with national and international institutions, civil society, and local stakeholders, all aimed at improving the socio-economic conditions necessary for a thriving and inclusive community.

Significant examples include the reconstruction of the Valias area, developed with an inclusive planning approach, and the creation of Paskuqan Lake Park, which has added 84 hectares of green space and seen the planting of over 30,000 trees in the past three years.

Despite these efforts, significant challenges remain, especially in the fields of environmental management and public space development, particularly around the City Center, where population density is highest. Many of these difficulties stem from post-1990s transition policies, such as land division and the privatization of public assets, which have greatly limited the Municipality's ownership of land and buildings, constraining its ability to plan future urban development.

Nevertheless, the areas along the Tirana and Tërkuza Rivers, which remain state-owned, represent valuable opportunities for environmental regeneration. These riverbanks are designated as "Green Areas" in the 2022 General Local Plan, but they require targeted interventions to transform them into spaces that serve community life, support environmental protection, and enhance local biodiversity.

It is precisely within this context that the Integrated Action Plan finds its strategic purpose: the regeneration of a designated area along the banks of the Tirana River, serving as a model for sustainable and inclusive urban development in Kamez.

3. RELEVANT EXISTING STRATEGIES AND POLICIES

Albania is currently at a critical stage in its path toward European Union membership, as it has entered the phase of accession negotiations. Within this context, the integration process is primarily focused on aligning legislation, standards, and development policies with the EU's Chapters of the *Acquis Communautaire*.

Municipalities play a key role in supporting this national effort. One of the main instruments made available by the European Union to facilitate this process is IPA III (Instrument for Pre-Accession Assistance). Beyond fostering policy alignment with EU

member states, IPA III allows Albania, particularly through its municipalities, to participate in a wide range of development programs focused on sustainable growth and regional cooperation.

Among the most significant are the Interreg programmes (A, B, and C), which contribute meaningfully under the framework of European Territorial Cooperation. These programs also support the implementation of strategies such as the EUSAIR (EU Strategy for the Adriatic and Ionian Region), fostering transnational and interregional development.

The themes addressed by the Integrated Action Plan for Kamza are strongly aligned with European priorities, particularly those outlined in the European Green Deal and the more region-specific Green Agenda for the Western Balkans.

Alignment with National Strategies

At the national level, this Integrated Action Plan is fully in line with key strategic frameworks, including:

- The National Strategy for Development and European Integration 2030
- The General National Territorial Plan
- The Intersectoral Integrated Plan for the Tirana–Durrës Area

Alignment with Local Strategies

At the local level, the Integrated Action Plan draws directly from and supports the General Local Plan 2022 of the Municipality of Kamza, particularly in the following areas:

-Environmental Protection Objectives:

- Land
 - *Objective 1:* Protect natural landforms, processes, and systems
 - *Objective 2:* Ensure the sustainable use, protection, and management of land resources
- Water
 - *Objective 5:* Protect and improve the quality of aquatic ecosystems, including river systems
- Biodiversity and Green Spaces

- *Objective 6:* Safeguard species, habitats, and ecosystems while expanding green areas for both recreation and biodiversity

-Sustainable Economic Development Objectives:

- *Objective 1:* Establish strategic economic hubs within the metropolitan region
- *Objective 2:* Promote a balanced economy that generates skilled employment and fosters a favorable environment for industry and services
- *Objective 5:* Ensure equitable distribution of public, social, educational, and recreational facilities across multiple nodes in the municipal territory

This alignment across European, national, and local levels reinforces the strategic relevance of the Integrated Action Plan. It positions the Municipality of Kamza to effectively contribute to Albania's EU integration process while promoting inclusive, sustainable, and territorially balanced development.

4. PROBLEM IDENTIFICATION BY LOCAL STAKEHOLDERS AND ULG.

In a highly analytical context and with the aim of advancing the political vision in response to the opportunities, strengths, challenges, and weaknesses within the administrative territory of the Kamza Municipality, it becomes clear that programming development-oriented interventions based on an integrated approach is essential.

This integrative concept represents the most effective and efficient method for ensuring sustainable and inclusive socio-economic development.

With the consolidation of the Urbact Local Group, consisting of representatives of Departments of Kamez Municipality and Members of the Local Youth Council, an analysis of preferences, opportunities, problems and administrative procedures was made. These findings will be taken into consideration and reflected in the Action Matrix. Analytical and propositional discussions during ULG meetings will be a central part of this action plan. Also important were the opinions of other stakeholders, such as various citizens and economic operators. An important role in the drafting of the Action Plan will be the expertise provided by external experts (enabled by the Urbact IV Program) and the good practices obtained from exchanges with other partners of the U.R. Impact Project. The main analytical pillar of this Integrated Action Plan will be the expected Impacts and how they will be measured. This methodology, from the moment it will be consolidated (mainly from representatives of the Municipality directorates) will be intended to find application

in other planning processes and also in future projects aimed at interventions for urban regeneration in the city of Kamza.

SWOT ANALYSIS related to the territory of the Municipality of Kamza.

Strengths	Weakness
<ul style="list-style-type: none"> • Favourable geographical position to enable Sustainable and Inclusive Economic Development. • Relatively young population (work force). • Quality education system in modern conditions. 	<ul style="list-style-type: none"> • Lack of public spaces (and green spaces) near the city centre. • Attracting quality workforce from the Capital Tirana • Lack of entanglements, along with cultural and social elements that do not support the growth of social capital.
Opportunities	Threats
<ul style="list-style-type: none"> • Further factoring and strengthening of youth • Factorization of interprovincial and interreligious multiculturalism • Development of economic sectors based on a sustainability approach • Creation of the polycentric city • Regeneration of green areas. 	<ul style="list-style-type: none"> • Failure to design and implement development long term policies for the future/ Impact based policies. • Not favouring the growth of social capital. • Emigration of youth. (Internal: to Tirana and external: outside the country)

5. TESTING ACTION.

A testing activity, titled “Creating Green Spaces to Empower Communities and Advance Sustainable Growth,” was conducted to evaluate the core objectives of this IAP. This activity primarily sought to:

- Engage young people and municipal officials in a specific context aligned with the IAP’s goals, with the aim of fostering dialogue in decision-making processes.

- Encourage discussion on the importance of urban green spaces, highlighting the value of sustainable urban development.
- Introduce the concept of an “integrated approach” to urban policy planning, emphasizing the critical role of stakeholder participation in strengthening co-design and co-decision-making.

The event, although held in a location different from where the IAP will be implemented, aimed to test on a smaller scale the expected outcomes of the IAP, assessing the importance of green spaces and public areas designated for recreational, sports, and cultural activities. Additionally, discussions were initiated among the participants regarding sustainable economic and social development in the areas surrounding the green spaces.

Since it was the first time the municipality of Kamza implemented a TA, we understood the importance of this tool and, at the same time, identified ways to improve it in the future, making it a key instrument for urban and social development policies. Moreover, we observed the positive impact this TA had on the other participants (the youth), who, in addition to feeling genuinely involved in a decision-making process, had the opportunity to interact and engage in discussions with each other and with the municipal staff on important topics such as “integrated approach”, “social development”, “sustainable development” ect.

During the implementation of the Testing Action, the main target groups involved were members of the Urbact Local Group, composed primarily of employees of the Municipality of Kamëz and young people from the city.

As part of the activity, a simplified questionnaire was also conducted with the participants, aiming to gather their opinions on the main topics of the Integrated Action Plan.

The methodology used for data collection was quantitative, which allowed for the gathering of information in numerical form and its processing through statistical analysis. The main instrument used for data collection was the structured questionnaire with closed-ended questions, which was administered in the field. This process aimed to collect standardized and comparable information, which would enable the drawing of reliable and generalizable conclusions. The quantitative approach was chosen to allow the researchers to perform statistical analysis of the responses and to draw conclusions based on the collected data.

for data collection in this simplified survey was the completion of a questionnaire consisting of five questions, each rated on a scale from 1 to 5.

The questions were as follows:

- ➡ In your opinion, how important is the creation of parks and green spaces in the city?
- ➡ In your opinion, how important is the utilization of green spaces for activities that foster and reinforce community cohesion?
- ➡ In your opinion, how important are sports activities in improving physical health and strengthening social connections within the community?
- ➡ In your opinion, how important is the involvement of young people in the decision-making processes of local institutions?
- ➡ In your opinion, how important is the organization of cultural events in the city (concerts, exhibitions, festivals)?

The answers to the questions, on a scale from 1 to 5, were as follows:

1. Not important at all
2. Slightly important
3. Moderately important
4. Important
5. Very important

A total of 15 participants, primarily young people, agreed to take part in this survey.

The activity's importance was well communicated to the participants, who appreciated not only being involved in the testing but also having the chance to share their feedback and suggestions. They recognized the value of organizing similar testing activities in the future.



Below is the data collection presented in a table format, as well as its processing through a graph.

Collected data	Scale of evaluation from 1 to 5					Total
	1	2	3	4	5	
Question 1	0	0	0	4	11	15
Question 2	0	0	0	3	12	15
Question 3	0	0	1	7	7	15
Question 4	0	0	3	4	8	15
Question 5	0	0	3	8	4	15

Table 1: Data Collected during the Testing Action

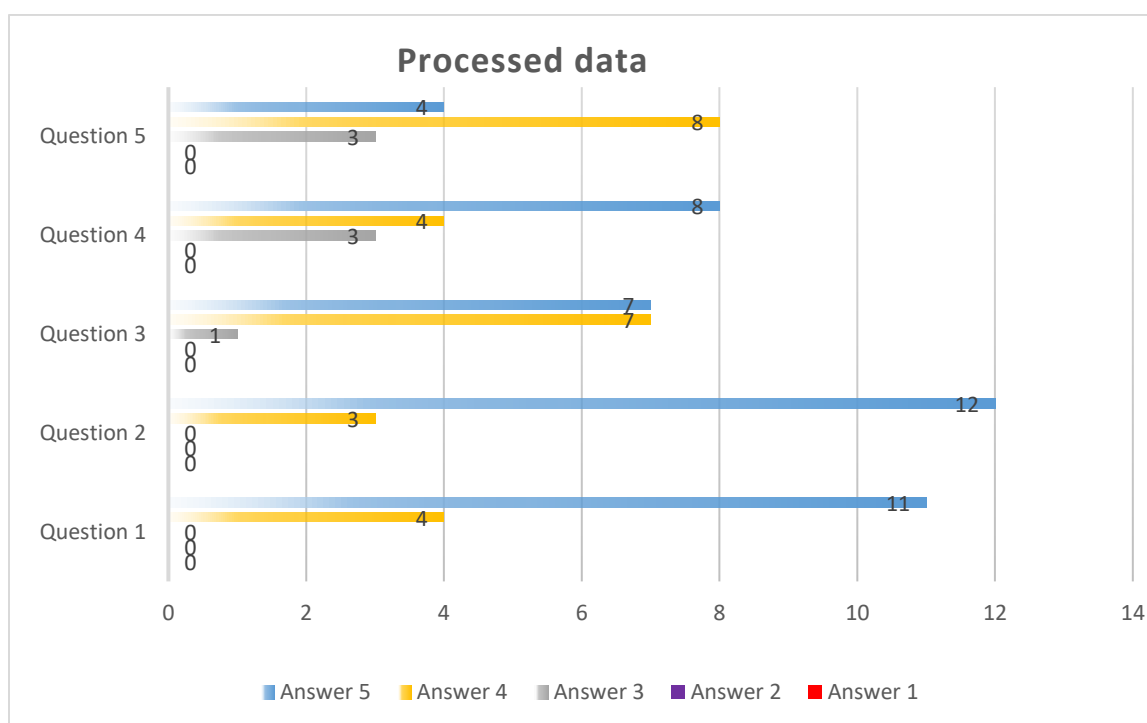


Chart 2: Results Obtained from the Analysis of Data Collected during the Testing Action

SECTION II.

As it was emphasized at the beginning of this document, the continuous growth of the population in the territory of Kamza Municipality, in addition to the obvious benefits in economic and social aspects, also brings with it complex challenges in the field of urban and environmental development. In this context, and by the Local General Plan of 2022, the expansion of green spaces and the creation of recreational areas are among the main priorities for the Kamez Municipality. These measures aim not only to improve the

6. S.M.A.R.T GOALS.

6.1 S.M.A.R.T Goal 1: Transforming an unused area into a green and functional space for the community by creating a multifunctional park.

This objective will be fully aligned with the General Local Plan 2022 and will follow the green policies of the Municipality of Kamza. It will also enable the effective utilization of unused public spaces.

From a strategic urban development perspective, it is essential that population growth and the expansion of residential areas are accompanied by the addition of green spaces, parks, and sports, social, and cultural infrastructure. The reclamation of these areas, based on an integrated and inclusive vision, should be accompanied by the creation of a multifunctional park offering opportunities for all age groups.

In addition to relaxing spaces for the elderly, the sports and artistic infrastructure will also serve other generations, maximize the use of the area and ensure social inclusion.

S	This objective is specific, as it focuses on a particular development policy within a defined area.
M	This objective is measurable both in quantitative terms (through measurable units such as increased green space area, additional sports and cultural facilities) and in qualitative terms (by assessing the increase in social inclusion across different age groups).

A	This objective is achievable, as it is fully supported by the General Local Plan 2022 of the Municipality of Kamza and is in full synergy with the political vision for the city's development.
R	This objective is important, as it is based on an urban development model centered on inclusivity, the environment protection, and sustainability.
T	This objective can be achieved within a relatively short period (1-3 years).

6.2 S.M.A.R.T Goal 2: Increase the positive impact on the community through strengthening social capital and improving the quality of social life.

As stated in the introduction of this document, the city of Kamza has several unique characteristics. One of these is the fact that the majority of residents come from different regions of Albania. This type of internal multiculturalism is, without a doubt, an added value for the community. However, to further enhance this value, collective and public gathering spaces play a crucial role. Also of particular importance is the promotion of joint activities for residents with sports, social, artistic, and cultural backgrounds. From a sociological perspective, these elements contribute to increasing social capital, strengthening coexistence, and ensuring inclusivity in various socio-cultural activities.

S	This objective is specific, as it focuses on two important needs for the city of Kamza: improving community life and increasing social capital.
M	This objective is measurable through the number of annual activities with social, sports, and cultural characteristics carried out.
A	This objective is achievable, as the Kamza Municipality has already demonstrated the willingness to organize diverse social activities for its community.
R	This objective is important, as it addresses a social and cultural need of Kamza, helping to strengthen the connections between residents. Additionally, internal multiculturalism and social integration are key factors for the sustainable and harmonious development of the city.
T	The realization of the multifunctional park will immediately be followed by the implementation of the activity platform in function of the Management Plan's implementation.

S.M.A.R.T Goal 3: Creating opportunities and promoting the establishment of new businesses in the area surrounding the Multifunctional Park.

In order to ensure a thorough regeneration of the area, it is crucial to consider the economic aspect as well. In addition to the fact that the regeneration of this area would create conditions for the formation of another pole in the city, the goal is to establish favorable infrastructure conditions for the opening of new businesses and for providing various facilities.

S	This objective is specific, as it aims to increase the number of businesses around the area (e.g., trade, services, light industry) and determine which infrastructure facilities will be provided (e.g., grants for startups in the fields of services, culture, and sports).
M	This objective is measurable, as, based on the trend of business growth within a year in the territory of the Municipality of Kamza, it is expected that at least 10 new businesses will be added around the area.
A	This objective is achievable, as the Municipality of Kamza offers fiscal incentives for new businesses.
R	This objective is important, as it favors the conditions for creating a new economic hub in the city and may diversify the area's economy.
T	This objective can be achieved within a period of 1-2 years, after the establishment of basic infrastructure and the provision of fiscal incentives for businesses.

7. AREAS OF INTERVENTION

7.1 Area of Intervention I: Sustainable Urban Planning.

Kamza, on a national level, is the city with the highest population density relative to its administrative area. In addition, the continuous population growth significantly strengthens the need for the development of specific urban plans for public use in various parts of the city. These urban plans, to address the city's challenges both today and in the future, must be based on an integrated, inclusive, sustainable, and functional methodology, covering urban, social, economic, and cultural aspects.

Sustainable Urban Planning for the City of Kamza is primarily based on:

-The general strategic objective No. III of the National General Plan 2025-2030, provides for the realization of "*Ensuring the physical and territorial integrity of the historical, cultural, natural, and urban landscape across the entire Albanian territory*"¹

-The general strategic objective No. IV of the Integrated Intersectoral Plan for the Tirana-Durrës Area, "*Protection and improvement of the quality of the natural environment*"²

-The general strategic objective No. IV of the Kamza Municipality General Local Plan, which aims to "Preserve the agricultural and natural environment by integrating it into urban development through the creation of access and opportunities for recreation and enjoyment of nature."³

7.2 Areas of Intervention II: Community and Social Spaces

The progressive population growth in the Municipality of Kamza has brought an increasing need for shared public spaces with multifunctional characteristics. Urban development in the city over the past three decades has not prioritized the creation of community and social spaces. However, with the approval of the General Local Plan, these spaces are now receiving special attention. According to the "Environmental Objectives" of this plan, Specific Objective O.S.2 emphasizes the need for "a proper distribution of public, social, educational, and recreational functions, by creating several poles across the entire municipality."

The creation of such spaces not only supports the city's development based on polycentricity but also provides safe environments for all age groups, directly contributing to an improved quality of life. Moreover, these spaces positively impact both physical and psychological health, enhancing community and social life.

This objective is connected to social inclusion and building social ties in Kamza. Over the past 30 years, the city has been greatly affected by people moving from other parts of Albania. Most moved for economic reasons and settled here to build their lives. Many come from the north and northeast, adding to the cultural diversity of the city.

To capitalize on this cultural wealth, it is essential to create as many public spaces as possible that enable cultural exchanges. The construction of multifunctional parks serves as a primary tool to promote the blending of values and traditions brought by residents

¹ Plani i Pergjithshem Kombetar 2015-2030, f. 28.

² Plani i Integruar Ndersektorial Per Zonen Tirane- Durrës, f. 60.

³ Plani i Pergjithshem Vendor i Bashkise Kamez, f.25.

from different regions. Furthermore, these initiatives strengthen social capital, which, through direct or indirect interactions, contributes significantly to social inclusion in various areas of Kamza.

In line with this Integrated Action Plan, the area selected for the construction of a multifunctional park is particularly suited to these objectives. This part of the city, home to both local residents and those who have moved from other regions, also hosts a significant presence of Roma and Egyptian communities. This diversity underscores the

importance and urgency of the plan, addressing the need for inclusive public spaces while fostering the growth of social capital and strengthening community cohesion.

7.3 Area of Intervention III: Fostering local economic development.

As a relatively new city, with continuous demographic and urban growth, one of Kamza's main challenges is undoubtedly local economic development. The concept of "building a polycentric city," reflected in the 2022 General Local Plan, carries within it, beyond the social benefits, a stimulus for local economic development, distributed across multiple centers within the city.

Furthermore, according to the Integrated Intersectoral Plan for Tirana-Durrës (which also includes the Municipality of Kamza), under Economic Policy No. 5 on Territorial Economic Development, point No. 5 foresees and promotes the improvement of a "high-quality natural and urban environment, enriched with natural and physical assets, with interconnected mobility methods that do not create pollution or negative impacts."

Of course, local economic development is a broad topic that encompasses many connotations and dimensions. In this specific case, the focus is on small-scale, context-specific local economic development. In fact, among the expected outcomes of this Integrated Action Plan is the idea of developing new businesses, primarily those offering services directly related to the green environment, as well as the sporting and cultural activities that the area will offer.

8. ACTION TABLE

8.1 Area of Intervention 1: Sustainable Urban Planning

Action	Intended Result	Resource/Asset	Lead Agency	Key Partners	Time Scale
Action 1: Transfer of ownership of the area (subject of this IAP) from the central state authorities to the Municipality of Kamza.	Transfer of the ownership to the Municipality of Kamza of the area that is the subject of the IAP.	Administrative procedures based on the legal competencies of local and central authorities.	The Cadastre Directorate within the Municipality of Kamza and the State Cadastre Agency.	The State Cadastre Agency (AShK)	The process has been initiated and is in the first stages of the administrative procedures. It is expected to be completed by the first quarter of 2026.
Action 2: Feasibility study for the area including Analysis of the needs and benefits in economic, environmental, and social terms.	Conducting the feasibility study for the designated area where the multifunctional park will be built, including analysis of needs and benefits.	The Directorate of Projects and Investments, Sector of Economic development and the Directorate of Territory Planning of the Municipality of Kamza. Forecasting costs in the project budget of the Municipality for the year 2026 or external donors.	The Directorate of Projects and Investments of the Municipality of Kamza.	The Municipality of Kamza and/or external donors.	Completion of the feasibility study within the second quarter of 2026.
Action 3: Realization of the Architectural Project for the area.	The realization of the architectural project with an integrated character, aimed at the creation of the Multifunctional Park, and the initiation of efforts to secure funding for its implementation.	The Directorate of Projects and Investments, Municipality of Kamza. Municipality of Kamza's budget for 2026. Foreign donors. Architecture studio. Economic Development Sector. Central government programs. Foreign donor funds. European Union programs.	The Directorate of Projects and Investments of the Municipality of Kamza.	The Economic Development Sector of the Municipality of Kamza and the Architecture Studio.	Completion of the architectural project for the Multifunctional Park within the fourth quarter of 2026.

Action 4: Implementation of the project for the construction of the Multifunctional Park.	Start of the implementation of the architectural project for the construction of the Multifunctional Park.	The Directorate of Projects and Investments and the Economic Development Sector.	The Directorate of Projects and Investments.	The donor, the Directorate of Projects and Investments, and the Economic Development Sector.	First quarter of 2027
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Area of Intervention 2: Community and Social Spaces.

Action	Intended Result	Resource/Asset	Lead Agency	Key Partners	Time Scale
Action 5: Creation of the management plan by the Municipality of Kamza.	Drafting and approval of the Management Plan of the Multifunctional Park.	A Working Group established for the drafting of the Management Plan	Municipal Enterprise for Greening, Parks, and Recreation.	Sector of Economic Development	First half of 2027.
Action 6: Communication Plan for the multifunctional park with the aim of increasing its frequency of use by all age groups.	Promotion and encouragement of park attendance in a constant manner.	Public communication instruments are available from Kamza Municipality.	Sector of Economic Development of the Municipality of Kamza.	Urbact Local Group, citizens, civil society organizations, economic operators, and various cultural, sports, and artistic associations.	Second half of 2027.

Action 7: Development of the annual program of activities to be carried out at the multifunctional park	Creation of the annual plan for social, cultural, and sports activities to be held at the Multifunctional Park with a clear, inclusive approach.	A working group to be set up between the directorates of Kamez Municipality.	The Directorate of Art and Culture of Kamez Municipality.	Youth Council of the Municipality of Kamza and various artistic, cultural, and sports associations.	"Third quarter of the year 2027."
Action 8: Establishment of the Monitoring and Evaluation Structure for the functioning of the Multifunctional Park through indicators to measure social impact. Preparation of monitoring reports.	Establishment of the Monitoring and Evaluation Structure for the functioning of the Multifunctional Park through indicators to measure social impact. Preparation of monitoring reports.	Working group set up between the Statistics Sector and the Economic Development Sector of the Municipality of Kamza.	Statistics Sector of the Municipality of Kamza.	Sector of Economic Development	Starting from the second half of 2027 with a frequency of six months.

Area of Intervention 3: Local Economic Development.

Action	Intended Result	Resource/Asset	Lead Agency	Key Partners	Time Scale
Action 9: Promotion of the area around the multifunctional park with the aim of encouraging the	Increase of entrepreneurial initiatives based on sustainable local economic development primarily focused on services that have a direct or indirect connection	A working group set up between the Economic Development Sector and the Directorate of Local Tariffs and Taxes.	Sector of Economic Development	The third quarter of 2026.	The Second Half of 2026.

opening of new businesses.	with the 'nature' of the Multifunctional Park.				
Action 10: Design and implementation of a cooperation platform for favoring economic activities based on the Sustainable and Circulating Economy.	A <i>platform</i> for cooperation between local economic operators and local producers (Km 0) to enable the implementation of inclusive economic policies.	Economic development sector, Directorate of Tariffs and Local Taxes.	Sector of Economic Development	Local entrepreneurs and local producers.	Fourth quarter of 2026.

SECTION III

AREA I - Sustainable Urban Planning

GOAL I - Transforming an unused area into a green and functional space for the community by creating a Multifunctional Park.

ACTION I - TITLE: The acquisition of ownership of the area along the river, realization and implementation of the feasibility study and architectural plan.

<p>Short Description:</p> <p>The starting point for the implementation of this IAP begins precisely with the transfer of ownership of the area (subject to this IAP) to the cadastral register of public properties of the Municipality of Kamza. Following this step, which has already been initiated as a process, the drafting of a Feasibility Study and an Architectural Project for this area is of particular importance, with the aim of developing the Multifunctional Park.</p>	<p>Action Owner: Kamza Municipality.</p>
<p>Stakeholders: A bullet-point list of key stakeholders (e.g., partners, organizations involved).</p> <ul style="list-style-type: none"> • The Municipality of Kamza as Institution. • The Residents of the Area Surrounding the Multifunctional Park. • The Schools Around the Zone. • Local Businesses. • Associations and interest groups 	<p>Estimated total cost: To Be Decided</p>
	<p>Readiness: There is a clear political will to increase green spaces and public areas in the Municipality of Kamza.</p>
	<p>Risks: Political changes at central and/or local levels.</p>

Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Activity 1. Transfer of ownership of the area (subject of this IAP) from the central state authorities to the Municipality of Kamza.	12 Months	The acquisition of the ownership certificate by the Municipality of Kamza for the area.	Kamza Municipality - The Cadastre Directorate	Risk: Delays in administrative procedures. Mitigation: The insistence on and adherence to the procedural timelines by the Municipality of Kamza.
Activity 2. Realization of Feasibility study for the area including Analysis of the needs and benefits in economic, environmental, and social terms.	3 Months	The realization of the feasibility study for the Multifunctional Park.	Kamza Municipality - Though Private Entity.	Risk: Difficulty in Securing Funds Mitigations: If funds from donors will result unsuccessful, the Municipality will allocate the necessary funds from its own budget to cover the expense.
Activity 3. Realization of the Architectural Project for the Multifunctional Park.	3 months	The realization of the Architectural Project for the Multifunctional Park.	Kamza Municipality - Though Private Entity.	Risk: Realization of the project without including all elements of the feasibility study. Mitigation of Risks: The Economic Development Sector and the Investment Directorate at the Municipality of Kamza will closely monitor the drafting phase of the Architectural Project, step by step.

Activity 4. Implementation of the project for the construction of the Multifunctional Park.	12 months	The completion of the works for the realization of the multifunctional park.	The Directorate of Projects and Investments – Kamza Municipality	<p>Risk: Failure to secure funding from donors or local government bodies for sustainable local development.</p> <p>Mitigation of Risk: If funding from donors or other government entities is not secured, the Municipality of Kamza may explore the option of financing the multifunctional park using its own resources.</p>
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Budget and Funding

Cost Breakdown	Amount (€ / ALL)	Funding Source
Estimated Total Cost: To be determinated	<ul style="list-style-type: none"> Feasability Study TBD Architectural Project TBD Construction of the Multifunctional Park TBD 	<ul style="list-style-type: none"> Donators or Municipality Funds Donators or Municipality Funds Donators or Municipality Funds
Allocated Funding	TBD	Municipality of Kamza
Funding Gap	TBD	Donors/ Eu Programmes/ Central Government.

Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
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Indicator 1: The transfer of ownership of the area from the Central Authorities to the Municipality of Kamza.	Transferred	Certificate
Indicator 2: Completion of the feasibility study, including an analysis of needs and benefits (beneficiaries), with the active involvement of stakeholders	The realization of the “needs analysis” with the direct involvement of residents, businesses, and schools around the area (At least 60% of them)	Document on the needs analysis of key stakeholders.
Indicator 3: Realization of the Architectural Project for the Multifunctional Park.	Realization of the Architectural Project.	Architectural Project Document
Indicator 4: Construction of the multifunctional park or part of it.	The completion of the works for the multifunctional park or for specific parts of it.	The inspection and approval of the works by the Directorate of Investments – Municipality of Kamza.

Risk	Likelihood	Impact	Mitigation Measure
Risk 1: Delay in the transfer of ownership	Low	High	The administrative procedures of the Cadastre Directorate will also be accompanied by the IAP.
Risk 2: "Delay in the funding procurement for the feasibility study"	Medium	Low	The municipality can finance the feasibility study with its own funds.
Risk 3: Incorrect needs analysis / Low participation	Medium	Medium	The Economic Development Sector, in close collaboration with ULG, will enable the increase of participation through various techniques and ensure the correct analysis of the collected data
Risk 4: Delay in the funding procurement, realization and implementation of the Architectural Plan	Medium	High	The municipality of Kamza will be fully committed to ensuring a reasonable timeline for the financing, realization, and implementation of the architectural project.

Risk 5: Inattention by the construction company during the works in relation to the detailed architectural plan, including detailed needs analysis in the feasibility study.	Low	High	The Investments Department will be under full monitoring throughout all phases of the park's construction.
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AREA II - Community and Social Spaces

GOAL II - Increase the positive impact on the community through strengthening social capital and improving the quality of social life.

ACTION II - TITLE: Enhancing the management of public spaces with a social purpose.

<p>Short Description: It is crucial that, after the construction of the Multifunctional Park, the Municipality of Kamza implements an effective and efficient management plan for it. The objectives of building the park must certainly be pursued with a management plan that prioritizes cultural, social, artistic, and sports activities.</p>	<p>Action Owner: Cultural Center and Municipal Agency for Parks, and Recreation - Municipality of Kamza</p>
	<p>Estimated total cost: To be determinated</p>
<p>Stakeholders:</p> <ul style="list-style-type: none"> • The Municipality of Kamza as Institution. • The Residents of the Area Surrounding the Zone. • The Schools Around the Zone. • Residents of Different Age Groups. • Local Businesses. • Local ONG • Local Associations 	<p>Readiness: The Cultural Center has gained tangible experience in organizing cultural, artistic, and sports events.</p>

Risk: The inadequacy of the management plan, disregarding the principles of social impact and inclusivity.

Mitigation of Risk: In the process of creating the management plan, key stakeholder groups will be actively engaged. Moreover, the plan will incorporate all the insights from the "Needs Analysis" carried out during the feasibility study.

Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Activity 1. Development of the management plan by the Municipality of Kamza.	3 months	Approved Management Plan	Cultural Center and Municipal Agency for Greening, Parks, and Recreation - Municipality of Kamza	<p>Risk: Insufficient interest from stakeholders in co-designing the Management Plan.</p> <p>Mitigation: Stakeholder engagement in the development phase of the Management Plan will be facilitated through door-to-door surveys, as well as public consultations and direct involvement in working groups.</p>
Activity 2. Promoting the multifunctional park and boost its attendance by people of all age groups	12 months	Periodic promotion reports on target groups.	Cultural Center and Municipal Agency for Greening, Parks, and Recreation - Municipality of Kamza	<p>Risk: The use of ineffective techniques for promoting the Multifunctional Park.</p> <p>Mitigation of Risk: Diversifying communication channels, including social media and television media</p>

Activity 3: Development of the annual program of activities to be carried out in the Multifunctional Park.	3 Months	Detailed annual program of activities delivered	Cultural Center and Municipal Agency for Greening, Parks, and Recreation - Municipality of Kamza	Risk: The annual activity plan not based on the real needs of the direct beneficiaries of the Multifunctional Park
Activity 4: Creating a permanent Monitoring and Evaluation Tool to oversee Multifunctional Park, using indicators to measure social impact and reporting.	3 months	Permanent monitoring tool for tracking the progress of the annual plan and the overall functioning of the Multifunctional Park	Economic Development Sector and Statistics Sector	Risk: Lack of human capacity for the collection and processing of qualitative and quantitative data related to the usage of the Multifunctional Park and the activities to be held there Risk Mitigation: The Municipality will establish a permanent working group with specialists and the heads of sectors from the Statistics Sector, Information Technology, and the Economic Development Sector, with the aim of reducing the risk of ineffective monitoring

Budget and Funding

Cost Breakdown	Amount (€)	Funding Source
Estimated Total Cost: To be determined Eur	<ul style="list-style-type: none"> Cultural, artistic, and sports activities. Management Plan (0.00Eur) Evaluation, monitoring, and impact measurement 	<ul style="list-style-type: none"> Through projects financed by EU funds, national funds, municipal funds, or donors. Designed and carried out by municipal authorities Designed and carried out by municipal authorities
Allocated Funding	TBD	TBD
Funding Gap	TBD	TBD

Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
Indicator 1 The quality and effectiveness of the management plan.	S.M.A.R.T, Inclusive, and Integrated.	Content Analysis.
Indicator 2 The progress of promoting the Multifunctional Park.	A social media promotion by the Municipality (every three month). A promotion on local television (every six months). Promotions during door-to-door meetings (once a year).	Database
Indicator 3: The number of activities planned in the Annual Program.	At least 12 sports, artistic, and cultural activities per year	Database.
Indicator 4: The number of monitoring and evaluations for the implementation of activities in the Multifunctional Park.	Four evaluation reports on the social impact of the activities carried out in the Multifunctional Park	Reports

Risk	Likelihood	Impact	Mitigation Measure
Risk 1. Inappropriate evaluations during the development and the implementation phases of the Management Plan.	Low	Medium	The Management Plan, especially during its development phase, will be evaluated by specialists in Economic and Social Development. Additionally, a review will be requested from experts at the Municipality of Tirana, who have more experience in this area.

Risk 2. Ineffective techniques for promoting the multifunctional park.	Low	Medium	Diversifying promotion methods, primarily based on scientific communication and <i>in-itinere</i> evaluation.
Risk 3. The annual activity plan not based on the real needs and desires of the direct beneficiaries of the Multifunctional Park	Medium	High	The annual plan will be drafted with the direct involvement of key interest groups (ULG, citizens, schools, etc.), taking into account the needs analysis obtained during the feasibility study
Risk 4: Lack of human capacity for the collection and processing of qualitative and quantitative data related to the usage of the Multifunctional Park and the activities to be held there.	Medium	Medium	The Municipality will establish a permanent working group with specialists from the Statistics Sector, Information Technology, and the Economic Development Sector, with the aim of reducing the risk of ineffective monitoring.

AREA III - Local Economic Development.

GOAL III - Creating opportunities and encouraging the establishment of new businesses will contribute to the sustainable development of the area and increase benefits for the local community.

ACTION III - TITLE: Promoting new startups and the strategic expansion of businesses surrounding the Multifunctional Park aim to stimulate the area's economic growth and position it as a vital urban hub, enhancing the city's socio-economic landscape.

Short Description: In the city's development policies, polycentrism

and economic and social development are highly important pillars. This initiative aims not only to increase the number of businesses (mainly service-oriented) around the Multifunctional Park but also to create a green hub with integrated services and facilities for different age groups and various interest groups.

Action Owner: Development Economic Department – Kamza Municipality..

Estimated total cost: To be determinated.

Stakeholders:

- Kamza Municipality.
- Residents around the area.
- Entrepreneurs.
- Interest Groups.

Readiness: Kamza Municipality has demonstrated that the increase in the number of businesses in the city is of significant importance. Every year, the number of registered businesses grows consistently in Kamza city.

Risk: Limited interest from entrepreneurs to expand their activities in the area surrounding the multifunctional park.

Risk Mitigation: The Economic Development Sector will develop a detailed plan for promoting the area with the aim of increasing businesses. This plan will be implemented in collaboration with the Directorate of Local Taxes.

Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
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Preparation Phase	Time	Stakeholder list; finalized agenda	Lead: Project Team Support: ULG	Risk: Lack of interest Mitigation: Early communication
Activity1. Promoting the area surrounding the Multifunctional Park to encourage the establishment of new businesses.	6 months	The organization of at least six meetings with business groups to promote the newly regenerated area.	Economic Development Sector – Kamza Municipality	Risk: The low interest from entrepreneurs in investing in the area. Risk Mitigation: The Economic Development sector, in collaboration with the Directorate of Local Taxes, will invite a significant number of local and non-local entrepreneurs to meetings.
Activity 2. The design and implementation of a collaborative platform to support economic activities rooted in Sustainable and Circular Economy principles.	6 months	Realization of a memorandum of understanding between local economic operators and local producers (Km 0) to enable the implementation of inclusive and circular economic policies around the Multifunctional Park.	Economic Development Sector – Kamza Municipality	Risk: The low interest from local producers and businesses in collaborating. Risk Mitigation: The Economic Development sector will organize frequent meetings between local producers and businesses to foster collaboration. These meetings will emphasize the importance of the circular economy, highlighting the benefits and positive impacts it brings.

Budget and Funding

Cost Breakdown	Amount (€) 0.00	Funding Source
Estimated Total Cost	<ul style="list-style-type: none"> Promoting the area surrounding the Multifunctional Park, TBD 	<ul style="list-style-type: none"> Designed and carried out by municipal authorities Designed and carried out by municipal authorities

	<ul style="list-style-type: none"> Platform to support economic activities in and surrounding the Multifunctional Park TBD 	
Allocated Funding	TBD	TBD
Funding Gap	TBD	TBD

Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
Indicator 1: Number of meetings with business groups to promote the newly regenerated area.	Six meetings with business groups (30 business representatives per group)	Database, attendance sheets.
Indicator 2: Realization of a cooperation memorandum between local economic operators and local producers	The cooperation memorandum will involve at least 20 businesses and 30 local producers as participants.	Observation

Risk	Likelihood	Impact	Mitigation Measure
Risk 1: The low interest from entrepreneurs in investing in the area	Low	Medium	The Economic Development sector, in collaboration with the Directorate of Local Taxes, will invite a significant number of local and non-local entrepreneurs to meetings.

Risk 2: The low interest from local producers and businesses in collaborating.	Medium	Medium	Risk Mitigation: The Economic Development sector will organize frequent meetings between local producers and businesses to foster collaboration. These meetings will emphasize the importance of the circular economy, highlighting the benefits and positive impacts it brings.
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SECTION IV

12. GOVERNANCE STRUCTURE

For the implementation of this Integrated Action Plan (IAP), a Monitoring Committee will be established to oversee the plan at every stage. This group will mainly consist of representatives from the current local government (ULG), including members of the Youth Municipal Council and representatives from the directorates directly involved with the IAP's themes. In summary, the group will include:

- Two members of the Youth Municipal Council board
- One member from the Directorate of Projects and Investments
- One member from the Cadastre Directorate
- One member from the Directorate of Planning and Territorial Development
- One member from the Parks and Recreation Directorate
- One member from the Economic Development Sector

This structure may change depending on the phase of the plan's implementation. The working group will hold regular meetings at the Municipality and will also serve as a monitoring and evaluation body for the progress of the implementation phases.

The main advantage of this composition lies in the fact that all the aforementioned members know each other and are regularly informed in detail during the drafting phase of the IAP. As a result, they are familiar with all the objectives, activities, and expected outcomes of the plan.

13. STAKEHOLDER ENGAGEMENT PLAN

I. During the phases of the implementation.

Public consultations between senior municipal officials and citizens have now resumed in the Municipality of Kamëz. During these meetings, investment plans for different neighborhoods of the city are discussed. In this context, the objectives, activities, and expected outcomes of this IAP will undoubtedly be the main topics of discussion with citizens, particularly regarding the area where the Multifunctional Park will be built.

Beyond this, the entire implementation process of the U.R. Impact project, which marked an innovation in the planning of development policies, will serve as a good practice and

will continue to be showcased during the implementation of other projects in which the Municipality of Kamëz is involved.

Moreover, the close collaboration between the Municipality and interest groups and civil society organizations will expand during the implementation of the IAP, as these groups are clearly key stakeholders in carrying out inclusive policies based on an integrated approach.

II. After the phases of the implementation.

To achieve the objectives and expected outcomes of the IAP, the attendance at the Multifunctional Park will also be of particular importance. To support and increase the park's use, the Municipality will develop a detailed Management Plan.

In addition to promotional goals, this plan will include a program of artistic, cultural, and sports activities to be carried out throughout the year. The management plan will also include a set of monitoring tools to track attendance and other elements, in order to measure the park's social impact.

The impact assessment will be carried out using a methodology that combines the evaluation of qualitative and quantitative variables and will be conducted by the Statistics Sector in collaboration with the Economic Development Sector.

14. OVERALL COSTINGS AND FUNDING

Activity	Cost estimated Euro	Co-financing by the Municipality Euro	Funding sources	Carried out through	Partnerships
Feasibility Study	TBD	TBD	Eu Programmes, National funds	Public Procurement	Possible but not necessary
Architectural Project	TBD	TBD	Eu Programmes, National funds	Public Procurement	Possible but not necessary
Construction of the multifunctional Park	TBD	TBD	Eu Programmes, National funds. Municipal Budget	Public Procurement	Possible but not necessary
Cultural, Artistic and sport activities	TBD	TBD	Eu Programmes, National funds	Collaboration between the Municipality, associations, and NGOs	Necessary with associations, NGOs, and

					other local entities
Total Costs					

15. TIMELINE

Month Actions	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
	2026												2027												2028		
Governance																											
Action 1.																											
Action 2.																											
Action 3.																											
Action 4.																											
Action 5.																											
Action 6.																											
Action 7.																											
Action 8.																											
Action 9.																											
Action 10.																											
Monitoring																											
Impact measurement																											

16. RISK ASSESSMENT

Risk	Likelihood	Impact	Mitigation Strategy
Delay in the funding procurement for the feasibility study	Medium	Low	If external funding sources cannot be secured, the municipality can finance it from its own resources
Delay in the funding procurement, realization of the Architectural Plan	Medium	High	The municipality of Kamza will be fully committed to ensuring a reasonable timeline for the financing, realization, and implementation of the architectural project.
Failure to secure funds for the implementation of the project for the construction of the Multifunctional Park.	Medium	High	If funding from donors or other government entities is not secured, the Municipality of Kamza may explore the option of financing the multifunctional park using its own resources.
The annual activity plan not based on the real needs and desires of the direct beneficiaries of the Multifunctional Park	Medium	High	The annual plan will be drafted with the direct involvement of key interest groups (ULG, citizens, schools, NGOs etc.), taking into account the needs analysis obtained during the feasibility study.

17. MONITORING AND REPORTING

One of the indirect objectives of this IAP is to establish a new practice for urban regeneration and planning in the Municipality of Kamëz, with a focus on social impact. In this context, monitoring and reporting on the implementation of the IAP is of particular importance, as, through quantitative and qualitative measurements, the officials of the Municipality of Kamëz will develop a new methodology for achieving comprehensive and sustainable objectives.

From the very beginning of its implementation, as mentioned above, a Monitoring Committee will be established, mainly composed of municipal officials, to follow the

progress of this IAP. This Committee, in addition to overseeing the work during the implementation phases, will continue its duties even after the Multifunctional Park becomes operational.

Since the IAP combines public works, such as the construction of a Multifunctional Park, with the significant social impact that the park brings, the Monitoring Committee will be composed of specialists, whether from technical and construction fields or from social development, based on a comprehensive approach and aimed at increasing social capital.

During the construction phase, particular attention will be given to monitoring with technical indicators in the field of public works. In the phase when the Multifunctional Park becomes operational, the focus will shift entirely to monitoring indicators that assess the social impact. The methodology and tools for monitoring, performance measurement, and periodic reporting will be an integral part of the Management Plan, which will be developed in parallel with the continuation of the technical and construction works.

Conclusions

The Integrated Action Plan for Kamza represents a comprehensive and forward-looking instrument for urban development, designed to address the city's most urgent challenges while simultaneously leveraging opportunities for sustainable growth. This Plan is the result of a deeply participatory process involving residents, representatives of key municipal departments related to urban regeneration and social development, members of the Youth Council, economic operators, and external experts engaged through the Urbact IV Programme. The process has been led and supported by Lead Expert Liat Rogel, the Lead Partner represented by Massimo Capano, and contributions from all partners of the U.R. Impact Project.

The Plan reflects a shared vision for a more inclusive, resilient, and vibrant urban environment. It emphasizes the urgent need to expand accessible green spaces, restore ecological balance, and transform the banks of the Tiranë and Tërkuza rivers into multifunctional public spaces serving the community.

Through the creation of the Multifunctional Park, the Plan demonstrates the transformative potential of well-planned urban interventions. This flagship project shows how underutilized areas near Kamza can be converted into dynamic spaces integrating recreation, cultural activities, social interaction, environmental sustainability, and

economic opportunities. It represents not only a tangible improvement for residents but also a guiding model for future interventions, providing lessons on planning, implementation, and impact evaluation that can lead urban regeneration throughout the Municipality.

The Plan also reinforces the principles of social innovation and cross-sectoral integration, ensuring that development efforts are coordinated and comprehensive, encompassing social, economic, cultural, and environmental dimensions. In alignment with the 2022 Local General Plan and integrating best European practices through the U.R. Impact Project, the Plan establishes a sustainable operational framework that strengthens local governance and enhances municipal staff capacities in strategic planning and the implementation of social policies with sustainable impact.

The significance of this Plan also lies in positioning Kamza as a proactive municipality that promotes sustainable development, green transition, and social inclusion. It supports the vision of transforming the city into an intelligent, innovative, and environmentally responsible center, in line with national strategies, European policies, and the United Nations Sustainable Development Goals (SDGs). By focusing on evidence-based approaches, monitoring mechanisms, and community-driven decision-making, the Plan ensures that interventions are responsive to local needs, adaptable to new challenges, and capable of delivering long-term benefits.

In conclusion, the Integrated Action Plan for Kamza goes beyond a single project; it represents a strategic instrument that aligns short-, medium-, and long-term objectives. It provides a roadmap for regenerating urban spaces, improving residents' quality of life, and promoting ecological and social sustainability. Through collaboration between municipal authorities, local stakeholders, and international partners, the Plan creates a replicable model for urban transformation, ensuring that Kamza not only achieves current development goals but also sets standards for sustainable, inclusive, and innovative urban growth in Albania and beyond.