



# TIRANA

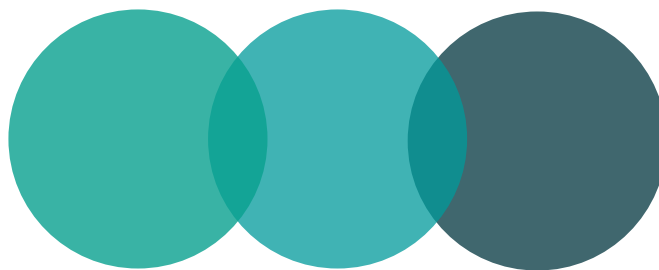


## GREEN FINANCING ROADMAP

Prepared by AECOM for:  
European Bank for Reconstruction and Development  
(EBRD)

In association with:  
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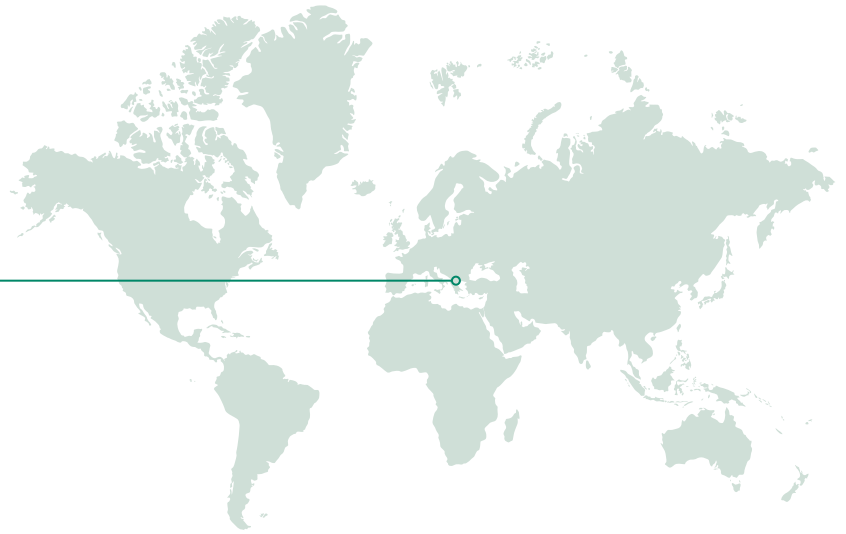


# FOREWORD



**Erion Veliaj**

Mayor  
Municipality of Tirana



The challenges faced by Tirana over the past three years, including two earthquakes and a worldwide pandemic, further strengthened our vision and aspirations for building a more inclusive, sustainable, resilient and green city.

In fulfilling the city's green agenda, we have undertaken several important policies, actions and projects that are part of the city's key strategic documents. The TR030 Local General Plan is one of the key documents regulating the sustainable and green development of the city. Strategic projects outlined in this plan stimulate the city's economic growth; they seek to improve the conditions and quality of life for our citizens, while being environmentally friendly.

We have made great progress in collaboration with the business community and citizens who joined us under various initiatives, such as the planting of trees in the footprint of the Orbital Forest, aiming to achieve the target of 2 million trees planted by 2030, or the installation of 80+ recreational green corners around the city. Such projects aim to increase the green lungs of the city while at the same time limiting urban sprawl and uncontrolled urbanization.

Driven by the enthusiasm and commitment to transform Tirana into a city that offers a healthy and good quality of life to its citizens with a smart use of its resources, in 2017 we joined the European Bank for Reconstruction and Development (EBRD) Green Cities Programme. In this cooperation framework, we adopted the Green City Action Plan for Tirana (GCAP), a blueprint that addresses some of the most pressing environmental issues affecting our city, including air and water pollution, waste and resource management, as well as urban development.

Along with adding more green spaces in the city, during 2020 we also adopted the Sustainable Urban Mobility Plan, whose actions aim to improve air quality by promoting the use of public transport, cycling and micro-mobility, and by creating a smart city with child-friendly infrastructure. As a result of numerous incentives and environmentally friendly policies, we today boast a large number of electric and hybrid taxis in the city, while some of the city's public transportation lines are operating hybrid buses.

However, due to the limited municipal budget and a myriad of issues demanding our immediate intervention, in spite of many benefits emanating from green projects, their financing is one of the main challenges we face. Albania is not part of the EU and we cannot easily access the structural funds that promote and finance most of the green agenda across the continent.

Therefore, I wish to thank the EBRD, AECOM, E Co and Enova team, who, within the framework of the "Green Financing Roadmap in Tirana" assignment, have drafted the Green Financing Roadmap, a report aimed at increasing the capacities of the Municipality of Tirana to diversify our green financial resources, as well as enable us to access green finance markets.

I am vehement in my belief that Tirana's endeavors towards a greener and more environmentally friendly and efficient city will be boosted by this roadmap, and I remain hopeful that we shall see concrete projects and initiatives financed by the mechanisms foreseen therein.



## Ekaterina Solovova

Head of Albania,  
European Bank for Reconstruction and Development

The European Bank for Reconstruction and Development just celebrated its 30th anniversary since Albania became a member and country of operation. The country has come a long way from the fall of communism, and this amazing transformation is especially visible in Tirana, Albania's bustling capital city.

We have a long history of collaboration with Tirana, most recently having helped the City develop its Green City Action Plan (GCAP), a blueprint of its investment needs in sustainable municipal infrastructure. The Tirana Green Finance Roadmap (GFR) is a further refinement of the GCAP and builds upon that framework.

Climate change mitigation, resilience and sustainability are not just buzzwords – they are becoming a modus operandi for cities around the world. In order to be able to face the numerous challenges due to climate change, investments in climate mitigation and adaptation are crucial and access to green finance instruments remains a vital piece of the puzzle.

To facilitate the city's access to green finance we have partnered with the Green Climate Fund, whose support has been invaluable in both the preparation of Tirana's GFR as well as in the preparation and implementation of priority projects identified in this blueprint.

Climate investment needs remain significant in Tirana, and constraints such as budgetary concerns and public debt remain obstacles to tackling them. Alternative green financing instruments have an important role to play so that these projects can be properly structured, financed and implemented. In this respect, the GFR will enable the City to increase its capacity in devising and structuring these instruments.

Furthermore, this document will serve as a basis for coordination among several Albanian institutions, both at the local and central level, to achieve the goals of not just securing funding for these green investments but also ensuring proper capacities for their implementation and maintenance.

Governance improvements and low-carbon transition are strategic priorities for the EBRD in Albania, and the GFR will ensure these concepts are translated into actions in Tirana, serving as an example for other cities in the country as well as the wider region.

## Dražen Kučan

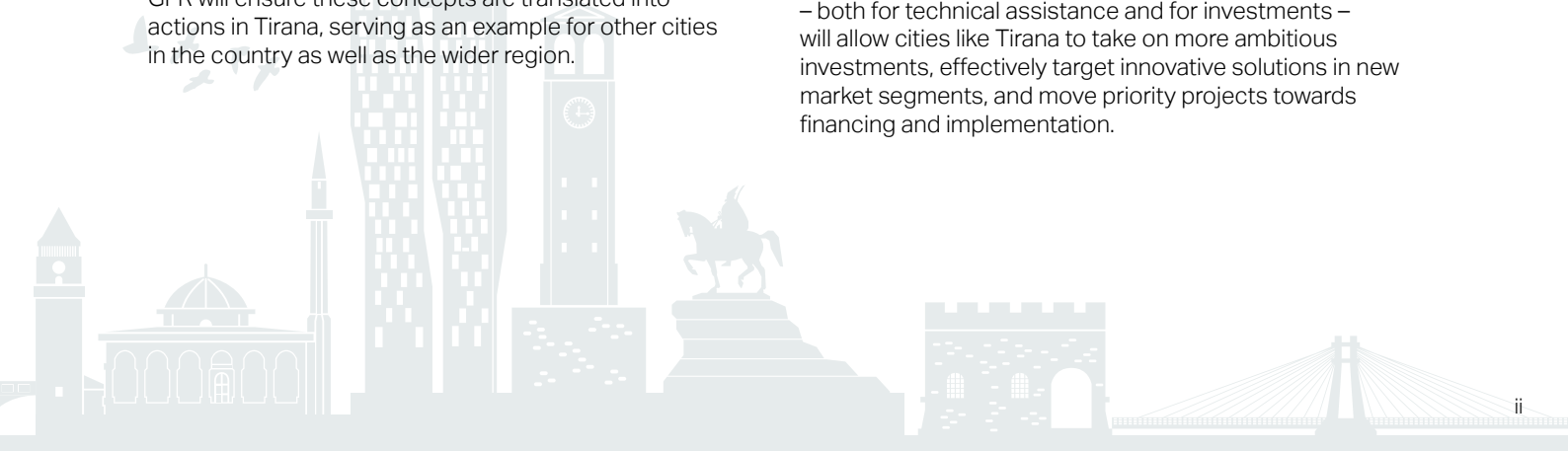
Sector Lead | Senior Urban and Energy Efficiency Specialist  
Green Climate Fund

The Green Climate Fund (GCF) is mandated to promote a paradigm shift towards low emissions and climate-resilient development pathways in developing countries (in the context of sustainable development) and support the implementation of the Paris Agreement. We work as a partner institution helping to design, fund and implement innovative climate initiatives that can be replicated, scaled, and maintained after project completion to achieve transformational change.

The Green Cities Facility is being implemented by European Bank for Reconstruction and Development (EBRD) with the support of the GCF and in partnership with the selected cities in nine developing countries. The Facility is based on a country-driven and evidence-based approach that systematically prioritises and then finances transformational municipal climate-related infrastructure investments. The Facility addresses multiple barriers to climate action through four components that deliver policy and strategy support to cities to assist them to prioritise actions; facilitate green city infrastructure investments; build capacity of key stakeholders; and facilitate and provide a pathway for cities to access green finance and capital markets. The implementation of the Facility also represents an important step in minimising environmental impacts of cities while maximising opportunities to improve and support the natural environment where people live. The pioneering work being done by cities such as Tirana serves as an example to other cities on how environmental challenges can be addressed while enhancing livelihoods and wellbeing of people living in these cities.

The climate investment needs of cities are significant, and the GCF knows that cities often face budgetary constraints and limited capacity to structure and deliver 'bankable' projects. The Green Cities Facility aims to address climate change challenges while building the case for investment in sustainable urban infrastructure. Tirana's Green Financing Roadmap represents a first-of-its kind effort that builds on its holistic Green City Action Plan and defines a pathway for Tirana to access much needed private-sector capital. In doing so, this Roadmap brings Tirana closer to achieving its ambition of becoming a truly Green City.

We are delighted that this Green Financing Roadmap has been developed, and we are hopeful that the GCF support – both for technical assistance and for investments – will allow cities like Tirana to take on more ambitious investments, effectively target innovative solutions in new market segments, and move priority projects towards financing and implementation.



# INTRODUCTION



**Tirana is looking to respond to the impacts of climate change through innovative, sustainable infrastructure solutions that not only address its specific climate-related targets but also enable an improved quality of life for its residents. To achieve these objectives, access to capital beyond public finance is critical.**

The European Bank for Reconstruction and Development (EBRD) has entered into a Contribution Agreement with the Green Climate Fund (GCF) to provide €1 billion in climate finance to cities in EBRD countries and support cities to access green finance for transformational projects responding to environmental challenges and climate change targets. This funding has enabled the Municipality of Tirana to build on its previous work around the Green City Action Plan (2018) to prepare a Green Financing Roadmap (GFR), which will help build capacity in Tirana to address the elements of accessing green finance markets.

Working with a consultant team led by AECOM in collaboration with E Co and Enova, the Municipality and the EBRD identified key components to frame the roadmap – Green Finance, Financial Reporting, Green Buildings, Green Infrastructure, and Green Indicators Monitoring. Outputs from each component were co-created with a range of stakeholders across different sectors within the city. Four dedicated capacity building sessions were organised at different points of the assignment to strengthen municipal staff's knowledge around green finance and related areas.

This report presents a summary of Tirana's Green Financing Roadmap (GFR), with a focus on actionable recommendations to help steer the Municipality's efforts to strengthen institutional capacities and readiness to advance low-carbon and climate-resilient investments. Development of the Green Financing Roadmap was informed by several technical documents, including a full Roadmap Report.

As part of the EBRD assignment, numerous technical documents were prepared that informed the development of the Roadmap, including a technical appendix to the Roadmap Report that summarises findings across the three outcome areas in further detail. These technical documents are listed at the back of this report, and may be requested from the Municipality of Tirana.

# SUMMARY ROADMAP



## TIRANA'S GREEN FINANCING ROADMAP

Tirana's Green Financing Roadmap has been developed to enable an improvement in the Municipality's processes and procedures to diversify green finance sources, particularly from the private sector. The Roadmap contains several actionable recommendations organised under three outcome areas to direct institutional improvements and inform future green capital investments. For each outcome area, a set of Priority Recommendations to be delivered over a short-time horizon will catalyse a pathway towards scaled-up public and private finance for green city development, while complementary Follow-on Recommendations will ensure that green finance capability is embedded within the Municipality's operations over the longer term.

This Roadmap builds on the Green City Action Plan (GCAP), launched by the Municipality of Tirana in April 2018 under the EBRD's flagship Green Cities Programme, which defined Tirana's environmental challenges and identified actions and high-priority projects to address them. Implementing this Green Financing Roadmap would provide a critical institutional foundation to scale up the implementation of the GCAP actions and other green investment priorities of the Municipality, including 9 high-priority green projects that were further scoped out as part of this EBRD assignment.

These actionable recommendations are in close alignment with Albania's adoption of international climate and environmental policies, especially in the process of approximation with the EU Energy and Climate Aquis. The Roadmap also supplements several municipal policies and strategies including Tirana's Sustainable Development Strategy 2018-2022, Tirana's General Local Plan, the Masterplan of Tirana, Tirana Thematic Urban Planning, Vulnerability Assessment and Adaptation Plan for Tirana, the Sustainable Urban Mobility Plan (SUMP) and the Intersectoral Plan for the Tirana – Durres Economic Zone.

Recognising that green finance capability must be embedded across the Municipality, this Roadmap does not rely on a single responsible unit for implementation. Instead, actions are assigned to different units within the Municipality, considering their existing remits and the opportunity to build institutional capacity in a holistic manner. It is also recognised that some of the actionable recommendations benefit from or depend on other actors, e.g. ministries, to implement or support specific recommendations. Aligning with its existing role of monitoring implementation of Tirana's Green City Action Plan, the Strategic Planning and Priorities Delivery Directory will also monitor implementation of the Roadmap recommendations.



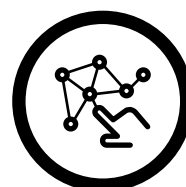
# 3

**OUTCOME  
AREAS**



# 15

**PRIORITY  
RECOMMENDATIONS**



# 16

**FOLLOW-ON  
RECOMMENDATIONS**



OUTCOME  
AREA  
**1**

## ADVANCING GREEN FINANCE

in the  
Municipality of Tirana

### FINANCIAL MANAGEMENT AND MUNICIPAL FINANCES



Develop consolidated financial statements incorporating for-profit and non-profit owned entities of Tirana Municipality



Develop comprehensive explanatory notes on key aspects of the financial statements for the past 3 years (2018, 2019, 2020)



Have financial statements audited in preparation of creditworthiness assessment to obtain credit rating



OUTCOME  
AREA  
**2**

## STRENGTHENING CAPACITIES AND SYSTEMS

of the  
Municipality of Tirana

### STEERING POLICIES AND PLANS TOWARDS GREEN DEVELOPMENT



Outline financing and funding requirements, and possible funding mechanisms in municipal strategies and plans



Further improve efficiency and reliability of administrative procedures and institutional processes for green project preparation and implementation



Consider sustainability aspects in growth sectors when devising / updating sector strategies, plans, and spending decisions



OUTCOME  
AREA  
**3**

## SCALING UP GREEN SOLUTIONS

in Tirana's Priority Sectors

### SECTOR FOCUS: GREEN INFRASTRUCTURE



Develop and enforce a policy tool (Green Space Factor) to encourage delivery of high-quality green infrastructure



Create a baseline and start putting value on existing green infrastructure assets and their services



Use alternative revenue streams from existing green infrastructure assets



Offer special incentives to developers to either deliver green infrastructure or provide part of financing through a dedicated fund

## GREEN FINANCE INSTRUMENTS AND SOURCES



[External] Expand the capacity and mandate of the Albanian Development Fund or start a new organisation for implementation of green project-related bond / debt issuance, PPP structuring, or other green investment types



[External] Credit enhancement for green projects and green financing instruments



Bond issuance for green project(s)

## GREEN PROJECTS CRITERIA AND PRIORITISATION



Introduce streamlined project template reflective of green aspects to be used by all departments for project finance requests during planning and budgeting process



Incorporate green aspects and/or climate criteria to existing mechanisms and instruments (e.g. Community Fund) to re-prioritise spending towards green projects



Introduce corporate climate governance for the Municipality in the form of robust climate risk information and management, budget tagging and monitoring

## SECTOR FOCUS: GREEN BUILDINGS



Establish Directorate or Unit of Energy Efficiency within the Municipality



Develop a building inventory for public and multi-apartment buildings in Tirana to understand where and how energy efficiency standards can be achieved



Enforcing the implementation of Minimum Energy Performance Standards

## GREEN PROCUREMENT



Use public investments in different sectoral projects above a threshold amount to support creating a market for green products



Use partnering modalities - including with international providers - to promote areas of environmentally friendly / climate technologies



Consider competitions to award and recognise innovative or exemplary green projects and initiatives in the city

## EFFECTIVE ASSET MANAGEMENT



Implementation of Environmental Management System at the level of municipally-owned companies and at the level of the municipality



Complete the full integration of municipal asset data into a single GIS-based online system

## MONITORING, REPORTING, AND VERIFICATION (MRV)



Establish a single responsible structure in the Municipality to collect indicators from various municipally-controlled entities and report it to the Statistics Sector



Use a passport of indicators to support departments in understanding and accurately and regularly collecting the most important indicators that are feasible to be collected



Make collected data more widely available through the Open Data Portal



Develop a greenhouse gas inventory to inform environmental monitoring and planning for the Municipality



Formulate (environmental/economic/social) outcome and impact indicators for new projects/ investments and monitor those after project implementation

## CAPACITY BUILDING AND TRAINING



Utilise Tirana's memberships in city networks to gain access to available green city/finance tools and training and good practice solutions



Liaise with academic institutions in Tirana on incorporating Green Finance topics into their curricula and offering post-graduate study and learning opportunities

# ROADMAP RECOMMENDATIONS



## FINANCIAL MANAGEMENT AND MUNICIPAL FINANCES

## Develop consolidated financial statements incorporating for-profit and non-profit owned entities of Tirana Municipality

## ADVANCING GREEN FINANCE



### RATIONALE

Consolidated financial statements covering all units under the municipality make it possible for investors to have a comprehensive perspective on the financial management and funding sources of the Municipality of Tirana as a whole. At the same time, they provide information on the feasibility, decision-making and management of various mechanisms and funding sources for municipal projects.

### RESOURCE REQUIREMENTS

The project “Strengthening sub-national PFM capacities and Systems in Albania 2018-2023” financed by SECO (Swiss State Secretariat for Economic Affairs) is assisting the municipality to draft these consolidated financial statements for 2019.

Additional efforts for ensuing years should form part of normal operating budgets of the municipality. If necessary, additional external capacity development or systems support may be provided by the central government or an international development partner, e.g. for establishing the methodology and conducting the process of re-evaluating long-term assets of the Municipality.

### KEY STEPS

- Understanding and analysis of financial transactions of all subordinate units of the municipality
- Ensuring correct re-/evaluation of long-term assets presented in the financial statements
- Listing and analysing related transactions to understand and avoid duplication
- Defining IFRS/IPSAS-based consolidation steps and methods (preferably applying accrual accounting across all transactions)
- City Council Decision to make consolidated IPSAS<sup>1</sup>-aligned financial statements mandatory in the Municipality
- Preparing the final product – consolidated financial statements
- Training of municipal finance staff in the individual subordinate units for the ongoing consolidation process in the future – ideally as a ‘training of trainers’.

<sup>1</sup> At this stage, the step mentions IPSAS and thus refers to non-profit public institutions. For companies, reference would be to IFRS. There is a regulatory basis for public spending units (Instruction No. 8 of the Ministry of Finance), which clarifies these aspects further.

### ACTION OWNER

Municipality of Tirana: General Directorate of Financial Management and finance departments of municipally owned entities

Additional Stakeholder (not owner of action): Ministry of Finance

### TIMELINE

The process is scheduled to be completed in 2022 for the 2020 financial statements; the activity is then recurring every year.

### OUTPUT

Consolidated financial statements at the municipal level with brief information on the financial organization of the municipality, all list of entities included / all line of businesses, thus providing a summary information on:

- A summary of all the municipal assets (what the municipality owns), and liabilities (what the municipality owes)
- Municipal funds/capital (owner’s equity in case of municipal enterprises)
- Consolidated financial performance, and dynamics of funds and money.
- Re-evaluation of all long-term assets following the same accounting approach across all transactions (preferably accrual accounting)



## ADVANCING GREEN FINANCE

### FINANCIAL MANAGEMENT AND MUNICIPAL FINANCES

## Develop comprehensive explanatory notes on key aspects of the financial statements for the past 3 years (2018, 2019\*, 2020)

#### ACTION OWNER

Municipality of Tirana: Expenditure public units (public entities) of the Municipality of Tirana, as well as the local entities owned by the Municipality

#### TIMELINE

Explanatory notes of other units based on this model shall be completed in the first 3 months of 2022 and in ensuing years until consolidated financial statements become available.

#### OUTPUT

Explanatory notes for each subordinate unit of the municipality for the years 2018, 2019, 2020

[2019 explanatory notes have already been prepared as an example]

#### RATIONALE

Before consolidated financial statements become available for the Municipality of Tirana, explanatory notes can help increase the transparency of the financial status of municipal assets, debt, and financial projections for individual units of the municipality.

It should be noted that the "explanatory notes" being referred to here are not to be confused with 'explanatory notes' that the Municipality already prepares annually for submission to the Treasury Branch of the Ministry of Finance to rectify forecast and reported budget figures.

This should be carried out for the immediate previous years and continue to be carried out until IPSAS are adopted at a national level and implemented at the municipal level and / or consolidated (and audited) financial statements are prepared.

#### RESOURCE REQUIREMENTS

The GFR Tirana assignment covered resource requirements for the 2019 explanatory notes. For other years, the activity will have to be carried out by each expenditure public unit (including public entities) of the Municipality according to the basic model of financial explanatory notes prepared for the year 2019, enriching it with other useful information for users, up to the Ministry of Finance issuing an enforcement note to make the proposed approach/model of the explanatory notes mandatory for all public entities of each municipality in Albania according to IPSAS.

#### KEY STEPS

- Follow 2019 explanatory notes approach and model as discussed and agreed with the municipality in October 2021
- Application of the model for analysis of financial condition of all municipal units for the other years
- Explanatory notes for 2019, to be sent to all spending public units as a basic model, which can be enriched and adapted according to the information specifications contained in their financial statements

*\* 2019 explanatory notes have already been prepared*

## FINANCIAL MANAGEMENT AND MUNICIPAL FINANCES

## Have financial statements audited in preparation of creditworthiness assessment to obtain credit rating

## ADVANCING GREEN FINANCE



### RATIONALE

There is no legal requirement for financial statements of public entities to be audited. To date, lending to the Municipality of Tirana has been through sub-loan agreements with the Ministry of Finance as actual borrower. The auditing of the municipality's financial statements can increase transparency, reliability, and assurance of its processes in producing its financial statements and form the basis of a creditworthiness assessment, which may allow the municipality to obtain a credit rating that could attract more external investors.

### RESOURCE REQUIREMENTS

This activity requires staff time both from the municipality and from the Ministry of Finance. Funding (likely from the municipal budget) is required for the external auditing services, with costs estimated at €175,000 on an annual basis. Carrying out a creditworthiness assessment thereafter would entail contracting a credit rating agency, with costs – estimated at €200,000 – to be shouldered by the municipality, or with support from the national government or an international development partner – at a time when required (such as prior to issuance of a bond).

### KEY STEPS

- Prerequisite: Preparation of financial statements, ideally combined for all subordinate units of the municipality; application of accrual-based accounting methods
- Appointing external service provider for auditing of financial statements
- Appointing credit rating agency for creditworthiness assessment
- Provide all required information and ensure that key staff and political leaders are available for discussion with analysts

### ACTION OWNER

Municipality of Tirana: General Directorate of Financial Management

### TIMELINE

Auditing would take place annually after finalisation of financial statements, as a request of investors in applications for investments or projects, and for credit worthiness assessment<sup>2</sup>.

Creditworthiness assessment should be done prior to the planned issuance of a bond.

### OUTPUT

Audited financial statements (followed by obtaining a credit rating)

<sup>2</sup> As further explained in the main text of the Technical Report, there is (at the time of writing) no legal basis for financial statements of non-profit spending units to be audited. As such, this does not constitute a legal obligation, but rather an obligation to creditors potentially / currently providing finance to the Municipality. These investors would trust the financial statements audited by an independent, professional, and impartial external body. If the Municipality would require financial reports from investors, these should be audited by a third party.



## ADVANCING GREEN FINANCE

### GREEN FINANCE INSTRUMENTS AND SOURCES

#### **Expand the capacity and mandate of the Albanian Development Fund or start a new organisation for implementation of green project-related bond / debt issuance, PPP structuring, or other green investment types**

##### **ACTION OWNER**

Albanian Development Fund

**Note:** This action is not owned by the Municipality of Tirana

##### **TIMELINE**

2022-2023.

##### **OUTPUT**

Strengthened capacities of the Albanian Development Fund for absorption of various green projects

##### **RATIONALE**

Albania does not have a dedicated fund (or development bank) with a mission of financing green projects. In many cases, funds received from bilateral and international donors and/or banks as well as the national government are channelled through the Albanian Development Fund which implements projects. Given the growing demand for projects contributing to climate and environmental goals, it is proposed to strengthen the role and expand the capacity of this fund to implement climate projects. It is also proposed that either this organisation (or a new organisation) have an expanded mandate which would allow for not only project implementation, but also bond / debt issuance, assist in PPP structuring, and develop other green investments.

##### **RESOURCE REQUIREMENTS**

The Albanian Development Fund can learn from similar initiatives, for instance implemented by the Energy Efficiency Agency. Technical assistance coordinated by some of the major bilateral and international donors could be acquired for the purpose of this activity, for instance linked to EBRD's Corporate Climate Governance Client Support Facility.

##### **KEY STEPS**

- Analysis of the existing project portfolio and forecast of future projects (and their requirements in terms of green finance)
- If desired, expansion of the legal mandate of the fund to include additional financial mechanisms.
- Hiring of additional staff to carry out additional green projects and potentially expanded mandate.
- Technical assistance may be useful in the initial period – including potentially embedding external experts and / or training of existing staff on energy / climate issues and financial mechanisms.

## GREEN FINANCE INSTRUMENTS AND SOURCES

**Credit enhancement for green projects and green financing instruments****ADVANCING  
GREEN  
FINANCE****RATIONALE**

Credit enhancement mitigates risks to investment projects, programmes, or credit lines through subordinated financing, guarantees, or even subsidies for reduction of interest rates to end-user clients.

Credit enhancements can mobilise additional private financing from institutional investors or improve access to bank financing and are therefore strong catalysts for mobilizing private funding for green projects.

**RESOURCE REQUIREMENTS**

Capacity building for domestic financial institutions, institutional investors, and private companies with the aim of identifying potential credit enhancement measures, and consequently attracting additional financing.

Credit line supporters (e.g. IFIs) could enable lenders to develop internal project risk assessment capacity through standardised processes.

EBRD's Green Economy Financing Facility provides useful lessons and potential support due to its existing activities in Albania.<sup>3</sup>

**KEY STEPS**

- Analysis of main barriers to domestic financial institutions, institutional investors, private sector and other actors that should be entering green finance markets
- Design of technical assistance and capacity building programme to remove major barriers, causing inappropriate risk allocation or low supply / demand for green financing (likely differentiated by target sectors)
- Supporting dialogue and negotiation with lenders and investors
- Provision of credit enhancement instruments to selected clients

**ACTION OWNER**

Various International Finance Institutions and commercial banks

**Note:** This action is already being carried out to some extent but not owned by the Municipality of Tirana. In the future, the Municipality could be engaged to carry out some of these actions.

**TIMELINE**

Not specified.

**OUTPUT**

Increased participation of private sector in Albanian green finance market

<sup>3</sup> EBRD. 2021. Green Economy Financing Facility – Albania. <https://ebrdgeff.com/albania/en/>



## ADVANCING GREEN FINANCE

### GREEN FINANCE INSTRUMENTS AND SOURCES

#### Bond issuance for green project(s)

##### ACTION OWNER

Municipality of Tirana: several directories, including from: General Directorate of Integration, Strategic Planning and Economic Development; General Directorate of Environment and Sustainable Development; and General Directorate of Financial Management

##### TIMELINE

Likely to take 2 to 3 years from development through to issuance (following completion of several improvements to the municipality's financial management and reporting system – see previous actionable recommendations)

##### OUTPUT

Green bond issuance at the municipal level

##### RATIONALE

Local self-government units in Albania have the right to issue bonds, in accordance with the provisions of Law 10158/2009 "On Bonds of Joint Stock Companies and Local Self-Government".

Bond issuance for a range of environmental improvements can provide flexibility and potentially less expensive, longer-term financing options for various investments. Such bond issuances could be for previously implemented projects for which there are debts (i.e. re-finance) or for new projects.

The amounts to be raised in such a bond issuance should be sufficient to cover a range of projects – estimated to be at least €15 million to justify the transaction costs.

##### RESOURCE REQUIREMENTS

Resources required for development of projects to be included in the bond as well as for the bond issuance process and measurement, reporting, and verification systems. This will likely require support and hand-holding of the municipality by an international development partner, as well as the collaboration with the national government (Ministry of Finance and likely Bank of Albania and Albanian Financial Supervisory Authority) to ensure buy-in and eventual approval of green bond projects. Prerequisites around the Municipality's financial management and accounting system should be noted (see other actionable recommendations above).

##### KEY STEPS

See Box 2.3 of the Technical Report, summarised below:

- Strengthening enabling environment, including financial reporting and medium-term budgeting
- Bonds packaging in terms of specific projects / investments included and Measurement, Reporting, and Verification (MRV) system developed
- Implementation of investments, tracking of use of proceeds and impacts, as well as repayment of the bonds

## STEERING POLICIES AND PLANS TOWARDS GREEN DEVELOPMENT

### Outline financing (CapEx) and funding (OpEx) requirements, and possible funding mechanisms in municipal strategies and plans

## STRENGTHENING CAPACITIES AND SYSTEMS



#### RATIONALE

The link between agenda-setting, strategies, and policies to downstream implementation can be made more robust and effective by outlining required actions for realisation, defining implementation processes, or agreeing responsibilities for actions among different stakeholders. Following the example of Tirana's Green City Action Plan, strategic documents should include clear actions, resource requirements, and guidance or indication of possible funding mechanisms.

#### RESOURCE REQUIREMENTS

This actionable recommendation should become a normal part of strategy formulation across the different sectors of the municipality's operation. Guidance on resource requirements, funding sources, and implementation mechanisms could be sought from national government and international development partners, as well as city networks.

#### KEY STEPS

- City Council Decision to make financing and funding information mandatory in municipal strategies and plans
- Ensure description of implementation actions with resource requirements and sources in newly developed strategy documents of the municipality or when existing strategy documents require updating
- Review the solutions/actions section of strategy documents from the perspective of feasible / practical implementation
- Ensure involvement of responsible actors/entities that will eventually own related actions

#### ACTION OWNER

Municipality of Tirana: any directory involved in strategy and plan development.

#### TIMELINE

2022 onwards, e.g. in the upcoming development of the Strategy for Sustainable Urban Development 2023-2027

#### OUTPUT

Strategic documents of the Municipality of Tirana include clear description of implementation of actions and their related resource requirements.



## STRENGTHENING CAPACITIES AND SYSTEMS

## STEERING POLICIES AND PLANS TOWARDS GREEN DEVELOPMENT

### Further improve the efficiency and reliability of administrative procedures and institutional processes for green project preparation and implementation

#### ACTION OWNER

Municipality of Tirana: primarily General Directorate of Integration, Strategic Planning and Economic Development and General Directorate of Environment and Sustainable Development\*

#### TIMELINE

Continuously

#### OUTPUT

Increased efficiency in administrative procedures and institutional processes for green project development and implementation resulting in increased foreign direct investment and achieving the implementation targets for the Technical and Economic Development Area.

The following sources, relevant to Tirana's administrative and governance context, can provide benchmarks to measure improvement in efficiency and reliability of administrative procedures:

- Chapter 2.1.2 Public Administration Reform in European Commission Albania 2020 report: [https://ec.europa.eu/neighbourhood-enlargement/system/files/2020-10/albania\\_report\\_2020.pdf](https://ec.europa.eu/neighbourhood-enlargement/system/files/2020-10/albania_report_2020.pdf)
- STAR 2 – Consolidation of Territorial and Administrative Reform project: STAR 2 - Consolidation of the Territorial and Administrative Reform | UNDP in Albania
- Governance Perception in a Reforming Albania - Nationwide Local Governance Mapping in Albania 2020 within the UNDP STAR2

#### RATIONALE

Ease of doing business is a key criterion of successful administrations. Any project – including green investments – benefits from smooth interaction with and approval processes by the municipality. The Municipality of Tirana can further strengthen its administrative procedures for typical project preparation and implementation steps (e.g. construction permitting) by rationalising the individual steps (where legally allowed), improving the guidance/sign-posting for people to efficiently manoeuvre through application processes, and – for particularly strategic projects – assign focal points to directly collaborate with project actors to facilitate the swift advancement of related processes. This is especially relevant to the targeted increase in foreign direct investment and for the planned Technology and Economic Development Area in Tirana.

Tirana Municipality has already established an e-one-stop-shop (as part of e-Albania), which is being used for issuing e-construction permissions. Similar e-one-stop-shops could be established for other services offered by the Municipality to improve efficiency and reliability of administrative procedures.

#### RESOURCE REQUIREMENTS

The Municipality may have to contract external advisory services to assess how far individual steps of administrative procedures can be further rationalised in line with legal requirements. For strategic green projects and/or the Technology and Economic Development Area, the municipality may opt to second staff from other directories into dedicated Project Management Units (PMUs). Technical assistance for such PMUs may be available from International Development Partners.

#### KEY STEPS

- Establish a working group among the main Project Management Units and the Legal Department in order to discuss the need and strategy for improving further municipality procedures and institutional processes to enable an improved approach for businesses and residents
- Assess efficiency improvement options for existing administrative procedures and institutional processes
- Engage public and private stakeholders at local and national level to discuss improvement options
- Issue a municipal order to adjust administrative procedures and institutional processes
- Form Project Management Units for strategic projects and second staff from other municipal directories
- Define output indicators to monitor and evaluate effectiveness of adjusted administrative procedures and institutional processes and for the work of Project Management Units

\* (also others, such as Free Economic Zone, Foreign Investments and Diaspora Directorate and General Directorate of Financial Management)

## STEERING POLICIES AND PLANS TOWARDS GREEN DEVELOPMENT

### Consider sustainability aspects in growth sectors when devising / updating sector strategies, plans, and spending decisions

## STRENGTHENING CAPACITIES AND SYSTEMS



#### RATIONALE

The Municipality of Tirana enjoys strong economic growth and vibrancy being the political, economic, and educational hub of Albania. The tourism sector is exemplary of the increase in private sector activity and revenues over recent years, though also shows how the burden on municipal infrastructure increases with larger number of visitors that do not commensurately contribute to municipal service revenues.

Furthermore, the COVID-19 pandemic has shown how poverty, inequality, and vulnerability are aggravated in the capital city as social protection systems in Albania fall short at least for vulnerable groups while small enterprises lack resilience to external shocks.

Therefore, the municipality should consider how it can balance the economic growth potential with sustainability and inclusiveness considerations by balancing short-term opportunities with value creation in the longer term (e.g. with regard to decent paying jobs, fair cost shares for infrastructure and resource use, affordability of housing, spaces for small and medium enterprises, social services accessible to different population groups, support to peri-urban and rural areas of Tirana).

#### RESOURCE REQUIREMENTS

The municipality may consider partnering with local universities or contracting an external service provider for the assessment study. Some international development partners and non-government organisations/foundations may also provide support for such study. The study cost is estimated at €50,000-100,000, depending on its level of detail and sectors covered.

#### KEY STEPS

- Formulate guiding questions to inform the sustainability and vulnerability assessment across different sectors/areas relevant to urban development and living in Tirana
- Identify and contract a partner to conduct the corresponding study
- Discuss study findings with different stakeholder groups
- Jointly derive conclusions on how sustainability can be better built into sector strategies, plans, and spending decisions
- Consider incorporating findings into the upcoming development of the Sustainable Development Strategy 2023-2027
- Revisit study findings and recommendations after one year to report in how far the situation has evolved and supporting actions have been taken

#### ACTION OWNER

Municipality of Tirana: General Directorate of Integration, Strategic Planning and Economic Development

#### TIMELINE

6 months (July to December 2022) – aligned with the development of the Sustainable Development Strategy 2023-2027

#### OUTPUT

Clearer reference to longer-term sustainability concerns in sector strategies, plans, and spending decisions, for instance in the upcoming Sustainable Development Strategy 2023-2027



## STRENGTHENING CAPACITIES AND SYSTEMS

## GREEN PROJECTS CRITERIA AND PRIORITISATION

### Introduce streamlined project template reflective of green aspects to be used by all departments for project finance requests during planning and budgeting process

#### ACTION OWNER

Municipality of Tirana: General Directorate of Integration, Strategic Planning and Economic Development; General Directorate of Financial Management; and General Directorate of Environmental and Sustainable Development

#### TIMELINE

The next budget planning cycle

#### OUTPUT

Proper budgeting that takes product lifecycles and environmental impacts into consideration to inform more targeted investments of scarce municipal resources in line with Tirana's green city development targets.

#### RATIONALE

Budget planning should be oriented towards investment ideas that focus on products and services that have a long lifecycle from purchase of raw materials or generation of resources through to their use and disposal. It is important that departments proposing projects to be considered in the annual planning and budgeting process already take into account existing strategies/policies of the municipality, consider project beneficiaries – in particular vulnerable populations – and indicate in how far their projects would contribute to green city development through climate change mitigation and/or adaptation impacts, or other environmental benefits. Incorporating these aspects into the municipality's project proposal template ensures early consideration and avoids 'last-minute' green add-ons to projects when they have already been conceptualised, designed, or budgeted.

#### RESOURCE REQUIREMENTS

Built on the existing project proposal template of the Municipality, an amended version with green aspects has been developed by the Consultant Team as a proposition to the municipality (Figure 3.1). The activity therefore does not require additional time or financial resources to be executed. Additional capacity development for involved departments could be useful to help them understand, identify, and describe possible climate or other environmental benefits that their projects could have. Depending on the technical complexity in certain sectors, external advisory services may be required to analyse and devise project approaches/solutions. For projects with clear green benefits, international development partners have dedicated support mechanisms for both technical assistance and investment finance.

#### KEY STEPS

- Review proposed project proposal template with incorporated green aspects
- Obtain municipal order to introduce updated project proposal template to be used by all departments and subordinate units of the municipality during the next budget planning cycle
- Make available training material from the capacity development activities of the Green Financing Roadmap (GFR) Tirana assignment and/or prepare for additional targeted trainings for green city development in particular sectors
- Provide short guidance and example for how departments can accurately fill in the updated project proposal template
- Use the indicators in the project proposal template to inform monitoring activities of the municipality with regard to environmental impacts of implemented projects and changes to the environmental performance in Tirana

## GREEN PROJECTS CRITERIA AND PRIORITISATION

## Incorporate green aspects and/or climate criteria within existing mechanisms and instruments (e.g. Community Fund) to re-prioritise spending towards green projects

## STRENGTHENING CAPACITIES AND SYSTEMS



### RATIONALE

Existing funds and lending mechanisms set up by the Municipality can change their criteria for project eligibility to integrate enhanced environmental and social considerations. This will not only result in higher quality projects that help achieve climate and environmental objectives, but also encourage increased uptake for green projects in the local market. By revisiting its existing mechanisms for project preparation, the Municipality can ensure that more projects contribute (directly or indirectly) to the Green City development objectives of Tirana.

### RESOURCE REQUIREMENTS

Technical assistance might be required for this activity, including increased cooperation with municipal staff in charge for implementing the financing mechanisms and instruments. The Green Financing Roadmap (GFR) Tirana assignment highlighted key priority sectors in the city and mechanisms within those that the Municipality could be focused in the first step. One such example is the Community Fund and its role in scaling up energy efficiency in the buildings' sector. An investment project for greener buildings could include related technical assistance to recalibrate the fund mechanisms and eligibility principles towards green investments.

### KEY STEPS

- Mapping current green and/or climate criteria used for certain mechanisms and instruments in the municipality
- Review of international best practice, based on the Green Financing Roadmap (GFR) Tirana assignment's outputs/deliverables
- Consolidate common standards and update the mechanisms and their eligibility principles
- Identify a simple set of indicators that can be used to monitor the scaled-up finance provided to green investments following the introduction of updated green criteria in mechanisms/instruments

### ACTION OWNER

Municipality of Tirana: General Directorate of Environment and Sustainable Development (assessment), General Directorate of Financial Management (consolidation)

### TIMELINE

The next programming cycle for a mechanism or instrument

### OUTPUT

Set of principles and minimum standards (based on existing international standards and initiatives such as the EU Taxonomy, green bonds, and green lending principles) incorporated into existing mechanisms and instruments



## STRENGTHENING CAPACITIES AND SYSTEMS

## GREEN PROJECTS CRITERIA AND PRIORITISATION

### Introduce corporate climate governance for the Municipality, in the form of robust climate risk information and management, budget tagging and monitoring

#### ACTION OWNER

Municipality of Tirana: General Directorate of Environment and Sustainable Development (assessment), General Directorate of Financial Management (consolidation)

#### TIMELINE

Next annual budget approval

#### OUTPUT

Budget tagging and tracking tool; Climate risk information and management tool

#### RATIONALE

Budget planning should be oriented towards investment ideas that focus on products and services that have a long lifecycle from purchase of raw materials or generation of resources through to their use and disposal. It is important that departments proposing projects to be considered in the annual planning and budgeting process already take into account existing strategies/policies of the municipality, consider project beneficiaries – in particular vulnerable populations – and indicate in how far their projects would contribute to green city development through climate change mitigation and/or adaptation impacts, or other environmental benefits. Incorporating these aspects into the municipality's project proposal template ensures early consideration and avoids 'last-minute' green add-ons to projects when they have already been conceptualised, designed, or budgeted.

#### RESOURCE REQUIREMENTS

Given the complexity of these tools, it is necessary to contract external experts to develop frameworks and tools for corporate climate governance, either by using the municipality's own budget or donor contributions. Once established, the actual use of budget tagging is a simple integration into the existing budget accounting/spending system. For a climate risk information and management tool an institutional structure with responsibilities, training, and operational budget will be required. The EBRD is currently implementing a support programme assisting municipalities and related entities and utilities as well as financial institutions in assessing and establishing such systems.

#### KEY STEPS

- Obtain external support and funding for corporate climate governance activities
- Develop (with external support) a climate risk assessment and management framework and conclude on current and future climate risks and appropriate management and risk reduction steps
- Develop climate tagging and tracking tool for monitoring and tracking climate-related expenditures; use findings to inform future planning and budgeting processes
- Perform regular assessments and submit disclosures

## GREEN PROCUREMENT

## Use public investments in different sectoral projects to support creating a market for green products

## STRENGTHENING CAPACITIES AND SYSTEMS



### RATIONALE

The National Strategy on Public Procurement 2020-2023 and Action Plan provide a basis for furthering green investments through goods and services provision at the local level. Given that different green products and solutions are still fairly new in the Albanian context, the municipality can help stimulate supply through (particularly larger-scale) public procurement processes that incorporate green procurement requirements. This can also help increase awareness, while resulting in more sustainable projects.

### RESOURCE REQUIREMENTS

Guidance from the Agency for Public Procurement on Green Public Procurement for municipalities is required, accompanied by training for municipal employees on the integration of green procurement principles in municipal planning documents and in technical specification for tenders. Bilateral agencies present in Albania may support related activities through technical assistance or help the municipality by tailoring their own capital investment projects to incorporate green procurement elements.

### KEY STEPS

- Issue a request for guidance from the Public Procurement Agency for contracting authorities, including municipalities, on green procurement
- Strengthen administrative capacity through awareness raising and training on integrating green procurement language into strategic documents and tender specifications
- Update corresponding strategic documents
- Require Municipality's departments to reflect green procurement costs in their business plans and budget estimates / funding allocation requests
- Invite interested goods/services providers to brief them about the intention and difference of the tender process over previous approaches
- Encourage bidders to provide ideas on how to feasibly apply green procurement requirements in practice
- Introduce green procurement aspects in the specification criteria of the tender for selected services and goods towards standardising green procurement requirements across sectors of the municipality

### ACTION OWNER

Municipality of Tirana (in its capacity of a Contracting Authority); General Directorate of Public Works

### TIMELINE

Immediate. There are no legal barriers to incorporating and initiating green aspects into procurement procedures.

### OUTPUT

Having public products and services with a longer lifecycle, reduced overall costs, and positive green impact



## STRENGTHENING CAPACITIES AND SYSTEMS

### GREEN PROCUREMENT

**Use partnering modalities - including with international providers - to promote areas of environmentally friendly / climate technologies**

#### ACTION OWNER

Municipality of Tirana (in its capacity as a contracting authority)

#### TIMELINE

Next budget planning cycle

#### OUTPUT

Procurement of green technologies and services that reflect current international best practice.

#### RATIONALE

In specific cases when the use of a specific technology is required, the tender process can be open to international bidders in addition to local service providers. The technical specifications will focus on the life-cycle impact on climate and environment of the technologies used. Examples for the Municipality of Tirana include for instance the scaling up of hybrid and electric busses, implementation of energy efficient street lighting and charging stations.

#### RESOURCE REQUIREMENTS

Adequate budget planning is required, as the involvement of market leaders could mean higher funding costs. The resulting projects are, however, assumed to perform better in environmental terms and therefore positively impact on the cost-benefit analysis / return on investment, or related operation and maintenance costs.

#### KEY STEPS

- Start with green planning and projecting proper budget considering that green aspects require higher level of limit fund
- Identify sectors where green procurement aspects can be introduced easily
- Consider the involvement of international service providers that could facilitate the effective use of environmentally friendly technologies with superior performance outputs
- Fully elaborate tender documentation for PPPs (potentially for example via ESCOs for street lighting and charging stations)
- Include requirement of involvement of local service providers in bids to enable capacity development and upskilling in the local market

## GREEN PROCUREMENT

## Consider competitions to award and recognise innovative or exemplary green projects and initiatives in the city

## STRENGTHENING CAPACITIES AND SYSTEMS



### RATIONALE

The new Law on Public Procurement introduces the concept of innovation partnership procedures, which enable contracting authorities to focus on developing innovative products, services, or infrastructure / public works with a positive impact on the environment. Awarding or otherwise recognising related projects and initiatives at the local level can help raise the profile of involved actors, make similar projects and initiatives more attractive, and encourage other actors to become more involved in green city development opportunities.

### RESOURCE REQUIREMENTS

Templates for innovation competition applications and criteria and training for the municipal employees that will oversee the initiative. There are no legal barriers to introduce competitions that generate innovative projects with a positive impact on the environment. Besides bilateral development partners and the EU, UNOPS or city networks/ organisations such as C40 or ICLEI may be potential partners for this activity.

### KEY STEPS

- Identify a successful model for the competition
- Develop the necessary procedures and materials
- Provide training to staff on its administration
- Prepare marketing and information material publicly accessible through different media and platforms
- Invite media to closely follow the competition
- Conduct first round of competition
- Assess lessons learned and adjust procedure and other elements of the competition as required

### ACTION OWNER

Municipality of Tirana: General Directorate of Environment and Sustainable Development

### TIMELINE

Immediately

### OUTPUT

Increased interest and number of green projects and initiatives across sectors in Tirana



## STRENGTHENING CAPACITIES AND SYSTEMS

### EFFECTIVE ASSET MANAGEMENT

#### Implementation of Environmental Management System (e.g. ISO 14001) at the level of municipally-owned companies and at the level of the municipality (administration)

##### ACTION OWNER

Municipality of Tirana: General Directorate of Environment and Sustainable Development, General Directorate of Information Technology, Innovation and Data

##### TIMELINE

2022-2024

##### OUTPUT

Adoption of ISO 14001 standard (or similar)

##### RATIONALE

The implementation of an Environmental Management System reinforces compliance with national environmental objectives and demonstrates commitment to improving the environment. The municipality can use sustainable behaviour in its own operations as a showcase to other stakeholders in Tirana to follow the same example. The system can be applied to municipally-owned companies, as well as to the administration of the municipality, including its subordinate units. If properly implemented, it may generate resource use savings (e.g., energy) leading to reduction of operational costs of the municipality.

##### RESOURCE REQUIREMENTS

This activity would require engagement of the municipal staff working in the field of energy and/or asset management, including contracting of external engineering company to help establish the system since asset management is a new concept for the municipal staff. Thereafter, the application of the standard would be widened to other departments and staff.

##### KEY STEPS

- Learning about the ISO 14001 Standard and identifying resource requirements to apply the standard to the municipality
- Carry out preliminary assessment of the needs and budgeting for ISO certification from a licensed company
- Perform an ISO 14001 Initial Environmental Review & Gap Analysis for selected services
- Train municipal staff on ISO 14001
- Conduct an annual audit according to ISO 14001 requirements for the services/goods that have received ISO certification
- Regularly report ISO compliance to senior decision-makers and the public

## EFFECTIVE ASSET MANAGEMENT

## Complete the full integration of municipal asset data into a single GIS-based online system

## STRENGTHENING CAPACITIES AND SYSTEMS



### RATIONALE

The municipality has taken steps towards a digital system for its asset management. These steps need to be completed to allow the municipality to more efficiently manage its assets, allocate sufficient funding to their operation and maintenance, and to identify suited operating modes (e.g. through concessionaires, public-private partnerships, or divestiture). Having the system based on GIS can also allow for a better organisation of repair and other maintenance works of assets across the city.

### RESOURCE REQUIREMENTS

This activity is already part of ongoing work in the municipality. The action owners should remain empowered to liaise with relevant departments and sub-ordinate units of the municipality to collect missing information. In addition, the standards of data collection and administration shall be introduced and approved in order to unify the reporting from various units of different data collected sources when integrating these into GIS.

### KEY STEPS

- Continue ongoing efforts of digitising records of municipal assets into the online system
- Identify and work with departments and subordinate units which have provided the least amount of asset information to date
- Identify suitable training on asset management for asset management focal points across municipal departments and entities
- Use the online system to derive findings that can inform planning and budgeting processes, e.g. in terms of risk exposure, needs for repair, or phasing of maintenance activities.

### ACTION OWNER

Municipality of Tirana: General Directorate of Information Technology, Innovation and Data

### TIMELINE

Continuous, to be completed until end of 2022

### OUTPUT

Online asset management system covering all municipal assets



STRENGTHENING  
CAPACITIES AND  
SYSTEMS

MONITORING, REPORTING, AND VERIFICATION (MRV)

**Establish a single responsible structure in the Municipality to collect indicators from various municipally-controlled entities and other institutions to report it to the Statistics Sector**

**ACTION OWNER**

Municipality of Tirana: Green City Coordinator / General Directorate of Integration, Strategic Planning and Economic Development

**TIMELINE**

One month after the GFR Roadmap has been shared with all action owners

**OUTPUT**

Agreed structure for MRV in Municipality

**RATIONALE**

Clear lines of communication and clarity on roles and responsibilities will help facilitate MRV in the municipality and make it more effective, both with regard to data collection by Municipality department, as well as data collection from external institutions.

**RESOURCE REQUIREMENTS**

No additional resources are required to implement this action.

**KEY STEPS**

- Appoint Green Champions by an official letter to hold relevant staff accountable and responsible for the monitoring and reporting of indicators.
- Take the proposed organisation structure and MRV process flow form the MRV How-to Guide
- Communicate new organisation structure and MRV process to concerned stakeholders in the municipality
- Start implementing the new organisation structure and MRV process

## MONITORING, REPORTING, AND VERIFICATION (MRV)

## Use a passport of indicators to support departments in understanding and accurately and regularly collecting the most important indicators that are feasible to be collected

## STRENGTHENING CAPACITIES AND SYSTEMS



### RATIONALE

The passport of indicators provides specific guidance on how to collect key indicator data and whose responsibility it is. This data is critical to MRV and helps the municipality make decisions based on the measurable impact of the interventions/actions/policies.

### RESOURCE REQUIREMENTS

No additional resources are required for this action as the related activities are already part of the scope of works of the action owner.

### KEY STEPS

- As above, appoint Green Champions by an official letter to hold relevant staff accountable and responsible for the monitoring and reporting of indicators.
- Immediately set up Energy Efficiency Unit to ensure energy indicators are properly collected and monitored.
- Review the MRV How-to Guide and perform the steps detailed for each specific indicator
- Make publicly available the collected data for broader use of it by interested stakeholders (e.g. research institutes) [also see next actionable recommendation]
- Use collected data to inform planning, policy and decision-making in the municipality

### ACTION OWNER

Municipality of Tirana: Green City Coordinator / General Directorate of Integration, Strategic Planning and Economic Development

### TIMELINE

Annually

### OUTPUT

Data collected in the right format, for the required timeframe, from the correct organisations, which will feed into the Monitoring Tool and be reported to the Monitoring Group



## STRENGTHENING CAPACITIES AND SYSTEMS

### MONITORING, REPORTING, AND VERIFICATION (MRV)

#### Make collected data more widely available through the Open Data Portal

##### ACTION OWNER

Municipality of Tirana: General Directorate of Information Technology, Innovation and Data

##### TIMELINE

Continuous

##### OUTPUT

Up-to-date Open Data Portal

##### RATIONALE

Key environmental data is valuable to a wide range of stakeholders. Ensuring accessibility and availability of this data to these stakeholders will save time, resources and make the MRV process in Tirana more efficient. It also allows stakeholders to investigate data and share their perspectives and findings in line with Law No. 119/2014 "On the Right to Information". This is also very important for potential investors.

##### RESOURCE REQUIREMENTS

As the Open Data Portal already exists, there are no direct purchasing costs linked to put this action into practice. If additional staff are hired, the personnel budget allocation to the directory needs to increase commensurately.

##### KEY STEPS

- Recruit 2 additional staff to the Data Department to expand the capacity to effectively collect and monitor indicators
- Confirm with Open Data Portal focal points efficient way of sharing / transferring collected data and its additional to the online portal
- Train personnel on newly added data and potential specific management requirements to make this data accessible/usable to stakeholders

<sup>4</sup> Greenhouse Gas Protocol. 2020. Global Protocol for Community-Scale Greenhouse Gas Inventories. [https://ghgprotocol.org/sites/default/files/standards/GPC\\_Full\\_MASTER\\_RW\\_v7.pdf](https://ghgprotocol.org/sites/default/files/standards/GPC_Full_MASTER_RW_v7.pdf)

## MONITORING, REPORTING, AND VERIFICATION (MRV)

## Develop a greenhouse gas inventory to inform environmental monitoring and planning for the Municipality

## STRENGTHENING CAPACITIES AND SYSTEMS



### RATIONALE

This is an important indicator for monitoring the municipality's progress on its climate change mitigation efforts encompassing key action areas of the Green City Action Plan. Also, Albania overall in its Nationally Determined Contribution (NDC) to the Paris Agreement commits to a CO<sub>2</sub> emission reduction of 11.5% between 2016 and 2030, for which subnational / city-level reporting is crucial.

### RESOURCE REQUIREMENTS

Personnel to engage the various stakeholders involved in collecting the baseline data is required. Additional municipal personnel or external consulting services are required to do the related calculations. Some international development partners support such activity and/or provide publicly available calculation tools and related training. Depending on the municipality's ambition and resources, it will have to decide if the inventory shall cover scope 1 emissions (from sources within the territory of the city), scope 2 emissions (from the use of electricity/heat/cooling supplied by a grid within or outside of the city), and/or scope 3 emissions (occurring outside of the city as a result of activities taking place within the city).

The estimated costs of such inventory correspondingly vary with a minimum of €35,000.<sup>4</sup> This minimum estimate assumes an 'approximate methodology' for calculating GHG emissions, as described under Appendix A of the 'How-to Guide for Monitoring, Reporting and Verification (MRV) of the Municipality of Tirana' (issued October 2021). This method has been developed keeping in mind the lack of detailed activity data at the municipal scale in the energy, transport, industry, agriculture, waste, forestry and land use sectors. This approach may not provide a precise count of GHG emissions (a 10-15% uncertainty level may be expected), however, it will still provide the Municipality with an evidence base for tracking emissions and decision-making. As data collection on GHG emissions by sector improves over time, the methodology of calculation and resources allocated will need to be updated.

### KEY STEPS

- Recruit additional qualified staff to the General Directorate of Environment and Sustainable Development
- Procure services to train and upskill Municipal colleagues on best practices for Monitoring, Reporting and Verification and development of GHG inventory
- Engagement with the various stakeholders involved in collecting the baseline data and subsequent calculations as detailed in Appendix A of the MRV How-to Guide
- Make publicly available the collected data for broader use of it by interested stakeholders (e.g. research institutes) [also see previous actionable recommendation]

### ACTION OWNER

Municipality of Tirana: General Directorate of Information Technology, Innovation and Data and General Directorate of Environment and Sustainable Development.

### TIMELINE

2022 (to be updated annually if cost-efficient and feasible)

### OUTPUT

Greenhouse gas inventory for Tirana



## STRENGTHENING CAPACITIES AND SYSTEMS

### MONITORING, REPORTING, AND VERIFICATION (MRV)

#### **Formulate (environmental/economic/social) outcome and impact indicators for new projects/investments and monitor those after project implementation**

##### **ACTION OWNER**

Municipality of Tirana: Concerned project directories, in coordination with General Directorate of Integration, Strategic Planning and Economic Development and General Directorate of Information Technology, Innovation and Data

##### **TIMELINE**

Continuous / on a project-by-project basis

##### **OUTPUT**

Additional indicators added to the municipality's Monitoring Tool and MRV How-to Guide and clearer linkages between strategies, investment decisions, and green city performance in Tirana

##### **RATIONALE**

The current indicators collection in the municipality is limited to tracking implementation of GCAP actions. This is insufficient for the municipality to actually understand in how far its scarce resources are spent on strategic high-impact green investments in line with its Green City Action Plan and other guiding strategies/policies. Considering that the Municipality also collects and monitors other indicators related to tracking progress of its Sustainable Development Strategy and yearly Strategic Plans, the collection of green indicators will be complementary to other strategic actions and projects beyond the GCAP scope but which nevertheless are intertwined with the green city agenda. The MRV of GCAP indicators will be added to the city's Open Data Platform increasing the number of data that the city officials and municipality staff can use for different analysis and performance evaluation. Formulating outcome and impact indicators for individual projects can also help to link inputs and outputs of projects, support review and improvement of project design, engagement with stakeholders/beneficiaries, and lesson-learning on the effectiveness of different solutions adopted throughout the Municipality.

##### **RESOURCE REQUIREMENTS**

Time requirement for the action owners to determine the correct data collection methodology, to update the MRV How-to Guide and work with the data holders to obtain the data and store it in the Monitoring Tool. To reduce the additional time requirements, it is proposed that the outcome and impact monitoring is first focused on key large-scale investment projects of the municipality and/or where indicators are more readily available. A collaboration with project partners or local organisations (e.g. university departments) may support data collection and monitoring.

##### **KEY STEPS**

- Action owners to determine the data required and the correct data collection methodology
- Action owner to update the MRV How-to Guide
- Action owner to work with the data holders or project owners to ensure efficient data collection and project monitoring
- Action owner to work with the data holders to obtain the data and store it in the Monitoring Tool
- Reporting of monitoring results to policy-makers in the municipality to inform future planning and decision-making
- Make publicly available the collected data for broader use of it by interested stakeholders (e.g. research institutes) [also see previous actionable recommendation]

## CAPACITY BUILDING AND TRAINING

STRENGTHENING  
CAPACITIES AND  
SYSTEMS

## Utilise Tirana's memberships in city networks to gain access to available green city/finance tools and training and good practice solutions

### RATIONALE

The municipality is already part of the following city networks:

- Eurocities - <https://eurocities.eu/>
- MedCities - <http://www.medcities.org>
- AIMF - <https://www.aimf.asso.fr/>
- UITP - <https://www.uitp.org/>
- BJCEM - <https://www.bjcem.org/>
- World Urban Parks - <https://worldurbanparks.org/en>
- ICLEI - <https://www.iclei.org/>
- BreatheLife - <https://breathelife2030.org/>

Additionally, it could consider membership in other high-profile city networks, such as C40 or the Global Covenant of Mayors.

Membership in such networks exposes municipal staff to good practice emerging globally in the area of green city development and the design of projects that manage to access green finance. Additionally, the network membership can enable access to tools (e.g. for carbon accounting, green procurement, project prioritisation, etc.) and trainings (e.g. on green bonds, public-private partnerships, green innovations in different sectors). Through newsletters and other knowledge products, city networks also inform their members about latest updates to standards and international principles around green finance, climate change action, or the Sustainable Development Goals (SDGs), etc. A co-benefit of representing Tirana in global city networks is to show to potential external investors the readiness and commitment of the municipality to scale up green investments.

### ACTION OWNER

Municipality of Tirana: General Directorate for Public and Foreign Affairs

### TIMELINE

Continuous

### OUTPUT

Short annual plan on Tirana's city network membership with measurable goals

### RESOURCE REQUIREMENTS

Membership in city networks usually requires the payment of a small annual fee, which the municipality would need to cover through its operating budget. Participation in events/trainings and related travel can sometimes be covered by the host organisations for participants from lower-income countries. In other cases, allowances would have to be made from the municipality's operating budget. Participation in city networks also requires staff time, which may however be subsumed under the existing scope of works of the action owner.

### KEY STEPS

- Establish a clear list of existing city network memberships
- Prepare an annual plan that outlines the city network memberships, as well as clear objectives and related activities and potential resource requirements – aiming to involve staff from other departments as much as possible to spread the benefits of participation in city network events/trainings
- Obtain senior approval for the plan, execute the plan, and monitor the implementation
- Report back on the achievement of set objectives to inform the plan for the next year



## STRENGTHENING CAPACITIES AND SYSTEMS

### CAPACITY BUILDING AND TRAINING

#### **Liaise with academic institutions in Tirana on incorporating Green Finance topics into their curricula and offering post-graduate study and learning opportunities**

##### **ACTION OWNER**

Municipality of Tirana: General Directorate of Human Resources

Local academic institutions, e.g. University of Tirana and Polytechnic University of Tirana

##### **TIMELINE**

2022-2023 (curricula update and course(s) establishment)

##### **OUTPUT**

Increase in the number of curricula and courses on green finance topics

##### **RATIONALE**

Green finance as a new and emerging topic in Albania. There is little information available in Albanian and opportunities for graduate or post-graduate training on relevant topics is very limited. The municipality requires staff that understand different facets of green finance and green city development more broadly. This concerns current staff, as well as young citizens who may apply to municipal jobs in the future. In addition to existing online courses on green finance topics, the municipality should liaise with local educational institutions to encourage the incorporation of green finance into curricula of different departments/disciplines, including technical/sectoral, legal, financial, social, economic, and policy considerations.

##### **RESOURCE REQUIREMENTS**

The capacity of local academic institutions may be sufficient for them to update curricula to incorporate green finance topics. Establishing stand-alone courses or even degrees may require collaboration with other academic institutions in the field (e.g. Frankfurt School – UNEP Collaborating Centre for Climate & Sustainable Energy Finance). The municipality should make time available for its staff to attend to related courses to further upskill their knowledge in green finance and wider green city development.

##### **KEY STEPS**

- Invite local academic institutions to discuss availability of green finance topics in existing curricula and courses
- Identify shortlist of disciplines and departments where green finance topics could be incorporated into curricula
- Identify suitable disciplines and departments where green finance could be established as a stand-alone course
- Academic institutions: Reach out to potential external / international partners for collaboration on content design
- Share information on the learning opportunities with staff across the municipality and encourage line managers to include related training into their staff's annual growth plans
- Academic institutions: Test updated / newly created curricula and courses and prepare roll-out of these for the next academic year

## SECTOR FOCUS: GREEN INFRASTRUCTURE

SCALING  
UP GREEN  
SOLUTIONS

## Develop and enforce a policy tool (Green Space Factor) to encourage delivery of high-quality green infrastructure

### RATIONALE

The existing requirements for green space provision in Tirana do not make a reference to any quality standards. The municipality should develop and enforce a policy tool (Green Space Factor) that will give different scoring for different types of vegetation and require developers to meet a minimum requirement previously set out by the municipality. This will effectively establish minimum standards for high-quality green infrastructure, in line with similar mechanisms used internationally (e.g. Urban Greening Factor in the UK or Green Points System elsewhere in Europe). The tool should also include guidance on maintenance that should be undertaken in order for green assets to function as intended.

### RESOURCE REQUIREMENTS

The action can be implemented with existing resources within the municipality. The municipality may inquire technical assistance support from international development partners or through its city network memberships to devise the tool/policy mechanism.

### KEY STEPS

- Discuss and agree on the key features of the Green Space Factor
- Involve other actors such as the Ministry of Environment, National Environment Agency, and Inspectorate on Environment in order to adequately generate rules, norms, standards and update the policy and regulatory documents
- Have the mechanism/tool approved by the City Council
- Provide easily understandable information to the public on the functioning of the tool
- Update the General Local Plan of Tirana to include this requirement

### ACTION OWNER

Municipality of Tirana: General Directorate of Territorial Planning and Development and General Directorate of Environment and Sustainable Development

### TIMELINE

Immediate – there are no significant barriers identified

### OUTPUT

Green Space Factor – a tool that will impose standards for quality green infrastructure delivery in Tirana



## SCALING UP GREEN SOLUTIONS

### SECTOR FOCUS: GREEN INFRASTRUCTURE

## Create a baseline and start putting value on existing green infrastructure assets and their services

#### ACTION OWNER

Municipality of Tirana: General Directorate of Territorial Planning and Development, General Directorate of Environment and Sustainable Development, General Directorate of Information Technology, Innovation and Data

#### TIMELINE

2022-2023

#### OUTPUT

A baseline and appraisal of existing green infrastructure assets, spatially recorded on the municipality's GIS system

#### RATIONALE

At present, the municipality does not have a registry of its natural assets, nor a clear understanding of the ecosystem services those assets provide. The municipality needs to develop a baseline or register, which should cover a broad range of green infrastructure typologies including parks and gardens, trees, waterways and waterbodies, green corridors, areas of habitat and amenity green space. Where possible a 'functions' or ecosystem services assessment should be undertaken as well as their valuation using some of the existing valuation tools or approaches. This will help understand the need for green infrastructure in the future, as well as how it can be linked to existing green assets.

#### RESOURCE REQUIREMENTS

Technical assistance will be required for this activity, which is likely to include environmental economists, GIS experts, and other environmental experts. Funding for this may be obtained from municipal or national government budgets. International development support may be possible if the baselining is linked to downstream investment projects in the green infrastructure field.

#### KEY STEPS

- Identify potential implementing partners and identify focal point from the municipality who will lead this work
- Ensure consistent flow of information and data between different departments, establish quality standards for data collection and involve relevant departments to ensure data collection and analysis can be used in later planning and management processes
- Prepare a Terms of Reference for the baselining and assessment services
- Procure external service provider for the scope of works
- Integrate collected data into the municipality's GIS database
- Make publicly available the collected data for broader use of it by interested stakeholders (e.g. research institutes)

## SECTOR FOCUS: GREEN INFRASTRUCTURE

**Use alternative revenue streams from existing green infrastructure assets****SCALING  
UP GREEN  
SOLUTIONS****RATIONALE**

The revenue-generating potential of existing green infrastructure assets in Tirana should not be downplayed as a potential means of generating income that could be invested in future green infrastructure projects. The action owner has previously worked with private partners to sponsor public events, which could be used as a springboard for future joint activities to capitalise on the city's potential for capitalising on existing green infrastructure. This could include, for example, renting out some of the larger green spaces/ parks/ sports grounds for corporate events, the revenues of which could go into a dedicated fund for green infrastructure, or partnering with large companies to include the maintenance of green spaces as part of their corporate social responsibility.

**RESOURCE REQUIREMENTS**

The activity can be implemented with existing resources within the municipality. If effective, the activity will actually result in reduced budget requirements for this operation area.

**KEY STEPS**

- Identify existing green infrastructure assets relevant to this activity
- Liaise with the GIS Sector to map the assets to establish key details on their size and functions
- Identify possible uses by the private sector or non-government organisations linked to potential revenue opportunities
- Alongside this, invite private sector and non-government organisations to discuss potential corporate social responsibility contributions towards the maintenance of select green infrastructure assets
- Prepare an engagement plan for making these assets available for temporary rent to other parties, with clear indication on the applicable rules and costs
- Make publicly available information on the planned offer for select green infrastructure assets
- Seek feedback from different sectors and stakeholders on the plan
- Update the engagement plan and agree on green infrastructure assets to pilot the alternative revenue streams
- Assess the effectiveness of the approach and plan after half a year and derive lessons learned to adjust the plan and/or scale up the activity

**ACTION OWNER**

Municipality of Tirana: Parks and Recreation Agency

**TIMELINE**

Immediate

**OUTPUT**

Increased revenues and/or reduced maintenance budget for publicly owned green infrastructure assets in Tirana



## SCALING UP GREEN SOLUTIONS

### SECTOR FOCUS: GREEN INFRASTRUCTURE

## Offer special incentives to developers to either deliver green infrastructure or provide part of financing through a dedicated fund

#### ACTION OWNER

Municipality of Tirana: General Directorate of Environment and Sustainable Development and General Directorate of Territorial Planning and Development

#### TIMELINE

2022 onwards

#### OUTPUT

Incentives for private developers (faster or cheaper planning permissions)

#### RATIONALE

Developers in Tirana could be offered special incentives (faster or cheaper planning permissions) in exchange for either delivering quality green infrastructure or financing its delivery through a dedicated fund that will be established by the municipality. The objective is to facilitate and encourage the scaling up of green infrastructure in the city instead of just working with restricting or penalising instruments. Including the incentive at the planning and permitting stages also ensures early consideration of green infrastructure potential in new developments or retrofitting projects.

#### RESOURCE REQUIREMENTS

The action can be implemented with existing resources within the municipality. If a dedicated fund is set up to support the partial financing of green infrastructure, the municipality needs to identify related resources from its capital investments budget or seek support from the national government. Support by international development partners for a non-revenue creating fund in itself is not likely.

#### KEY STEPS

- Discuss with different stakeholders what incentive options are perceived as most effective in enabling delivery of green infrastructure (usually planning permissions being gained more cheaply or faster)
- Devise the incentive mechanism and analyse related resource/ budget requirements (if any)
- Update the relevant policy framework and administrative procedures to include the terms and conditions under which planning permits are granted
- Make publicly available easily understandable information on different green infrastructure solutions suitable in the context of Tirana which developers can consider in their projects
- Collate practice cases from Tirana while the new incentive is being implemented
- Monitor and report on the results of the incentive implementation after 1 year to derive lessons learned and identify if adjustments to the incentive or broader procedure(s) are required

## SECTOR FOCUS: GREEN BUILDINGS

## Establish Directorate or Unit of Energy Efficiency within the Municipality

## SCALING UP GREEN SOLUTIONS



### RATIONALE

Creating a dedicated directorate for energy efficiency or unit under an existing directorate within the municipality will provide devoted resource for the effective enforcement of policies and delivery of energy efficiency projects. It would also help to bring together different sub-disciplines into the same team and help better steer efforts of the municipality in what is considered a high-priority policy area. The law establishing the directorate or unit for energy efficiency should ensure that responsibility for all aspects related to energy efficiency (including renewable energy) are within its remit.

### RESOURCE REQUIREMENTS

Additional municipal personnel of three expert categories (architect, mechanical engineer and financial experts) to be employed within the Energy Efficiency Directorate, with approval from the relevant senior authorities within the municipality. Assuming 2 to 3 new municipal staff on average municipal salary, this would equate to an additional operating cost of €20,000 per year from the municipal budget. Additional training of the directorate's staff may be required during their onboarding. Consideration can alternatively be given to widen the sectoral expertise / disciplines in such unit, by also including experts from transport, waste, water backgrounds, etc.

### KEY STEPS

- Identify main activities to be carried out by the Directorate of Energy Efficiency
- Identify, outline and justify the role and resourcing (i.e. personnel) requirements needed for the creation of the directorate
- Gain appropriate municipal approvals for the creation of the directorate, incorporating this into the next budget planning cycle
- Advertise and hire for the positions within the directorate
- Identify relevant training for directorate staff during their onboarding process

### ACTION OWNER

Municipality of Tirana: General Directorate of Human Resources

### TIMELINE

Next budget planning cycle for the year 2023

### OUTPUT

A separate municipal directorate or unit that is responsible for the enforcement of energy efficiency policies alongside the management and delivery of the energy efficiency retrofit follow-on investments for public and multi-apartment buildings within Tirana



## SCALING UP GREEN SOLUTIONS

### SECTOR FOCUS: GREEN BUILDINGS

## Develop a building inventory for public and multi-apartment buildings in Tirana to understand where and how energy efficiency standards can be achieved

#### ACTION OWNER

Municipality of Tirana: General Directorate of Co-ownership Objects, Administration of Administrative Units and Civil Emergencies (to be replaced by General Directorate of Energy Efficiency when established)

#### TIMELINE

As soon as possible

#### OUTPUT

A comprehensive database of energy efficiency information of buildings in Tirana

#### RATIONALE

A detailed understanding of the building inventory within Tirana for public buildings and multi-apartment buildings (MABs) will help inform a targeted approach to projects / investments around energy efficiency retrofitting. The inventory can help to prioritise scarce resources for a phased investment, while also functioning as an assets database for wider management and monitoring purposes of the municipality.

#### RESOURCE REQUIREMENTS

Incorporate within the associated MRV actions proposed in the Green Financing Roadmap (GFR) Tirana. Same assignment provided proposed methodology to use assumptions on extrapolating energy efficiency information for certain building types, which may be applicable to this inventory in case a building-by-building assessment would be too resource-intensive or time-consuming. Training of involved staff may require external capacity development provider, to be paid from municipal budget and/or through small training fee from private MABs. Approval from senior municipal authority not required.

#### KEY STEPS

- Action owners (all managers of all public buildings as well as all administrators of MABs) to determine the data required and the correct data collection methodology
- Train appropriate personnel (all managers of all public buildings as well as all administrators of MABs) in how to appropriately collect the data required for the building inventory
- Action owners to work with the data holders or project owners to ensure efficient data collection is undertaken
- Action owners to work with the data holders to obtain the data and integrate and store it in the Municipality's Monitoring Tool
- Reporting of monitoring results to relevant colleagues within the municipality to inform future planning, decision-making and investments
- Make publicly available the collected data for broader use of it by interested stakeholders (e.g. research institutes)

## SECTOR FOCUS: GREEN BUILDINGS

## Enforcing the implementation of Minimum Energy Performance Standards

## SCALING UP GREEN SOLUTIONS



### RATIONALE

Reacting to the slow implementation of the primary and secondary legislation, it is important to ensure the legal requirements for energy efficiency are appropriately enforced and adhered to within the Municipality of Tirana, which will also require collaboration with other involved actors.

### RESOURCE REQUIREMENTS

Requires collaboration with stakeholders for enforcement as outlined in detail in the Green Financing Roadmap (GFR) Report for Tirana (section 4.2.5). This would follow-on from the current activities for enforcement of legal requirements within the municipality. Most of the steps would form part of the usual operations/procedures of municipal staff and other involved agencies and therefore do not directly require additional resources. Additional technical training would, however, require municipal budget allocation and time allowances for staff to attend to capacity development activities.

### KEY STEPS

As per the 12 steps outlined in section 4.2.5. of the Technical Report, summarised here:

- Energy Efficiency Agency: Municipalities' implementation status survey and report
- Ministry of Infrastructure and Energy: Measures proposed based on the report for improvement of law and implementation
- Council of Territory: Reiterate municipalities' responsibility for fulfilment of minimum energy performance requirements for new and reconstructed buildings
- Ministry of Infrastructure and Energy: Awareness campaign with Energy Efficiency Agency
- Energy Efficiency Agency and Urbanistic Directorate of Municipality of Tirana: Sharing lessons learned from pilot energy efficiency buildings
- Council of Territory: Internal guideline for energy manager within municipalities
- Energy Efficiency Agency: National standard calculation model for energy efficiency in buildings; based on this, Council of Territory: Include Energy Certification Application Form for technical compliance review process for energy manager
- Technical training for involved stakeholders on compliance/review
- Energy Efficiency Agency: Select service provider for technical solutions training of main architectural building design studios
- Energy Efficiency Agency: Select service provider for checking/controlling training of Construction Inspectorate
- Construction Inspectorate: legal enforcement and revoking of usage permits and fines where applicable
- In addition, the following step is recommended: Provision of information on the Municipality's website and awareness raising campaign with MAB residents to inform and incentivise them to apply for the grants to retrofit / meet energy efficiency standards in their homes

### ACTION OWNER

Municipality of Tirana: General Directorate of Co-ownership Objects, Administration of Administrative Units and Civil Emergencies (to be transferred to Energy Efficiency Unit/Directory once established)

### TIMELINE

As soon as possible

### OUTPUT

The implementation of the Laws and Council of Ministers Decision on Minimum Energy Performance in Buildings

# LIST OF TECHNICAL DOCUMENTS

Full list of Technical Documents Developed for the Green Financing Roadmap (GFR) Tirana Assignment:

## **GREEN FINANCING ROADMAP – SUMMARY REPORT** [this document]

Summary of the roadmap with a focus on actionable recommendations to help steer the Municipality's efforts towards green city investments and development.

## **GREEN FINANCING ROADMAP – TECHNICAL REPORT**

Comprising key findings from the assignment's components on Green Finance, Financial Reporting, Green Buildings, Green Infrastructure, and Green Indicators Monitoring.

## **HIGH-PRIORITY GREEN PROJECT SHEETS**

Concept notes on the Municipality's high-priority green projects, describing key project information to guide the next step in preparing and implementing the following projects:

- Metrobosco (Orbital Forest) and Restoration of Lakes (including Tree Nursery Strategy)
- Sustainable Forest Management Plans
- Green Corridors
- Scaling Up Electric and Hybrid Busses
- Deployment of Electric Vehicle Charging Infrastructure and Smart Streetlights Upgrading
- Energy-Efficient Public Buildings
- Energy-Efficient Multi-Apartment Buildings (MABs)
- Resilient Reservoirs and Dams
- Improved Waste Collection and Recycling System Project

## **TIRANA GREEN FINANCE READINESS BRIEF**

Assessment of the Municipality's readiness with regard to capacities of involved actors and systems to plan for, access, deliver, monitor and report upon green finance.

## **EXPLANATORY NOTES ON FINANCIAL STATEMENTS OF 2019**

Accompanying and explaining the four financial statements of the Central Administration of the Municipality of Tirana as a model for future explanatory notes.

## **KEY FINDINGS ON THE REPORTING OF FINANCIAL STATEMENTS OF THE MUNICIPALITY OF TIRANA**

Note to Ministry of Finance and Economy on Municipality's financial reporting in compliance with IPSAS/IFRS to facilitate access to green finance.

## **GREEN INFRASTRUCTURE: GUIDANCE, STANDARDS, AND IMPLEMENTATION**

Review of current state of green infrastructure in Tirana, overview of financing and funding mechanisms, and green city action plan actions linked to green infrastructure.

## **TIRANA ENERGY EFFICIENT BUILDINGS INVESTMENT POTENTIAL AND FINANCE SUPPLY-SIDE REQUIREMENTS**

Technical report assessing and advising on Municipality of Tirana's capacity and actions to implement green buildings sector investments.

## **GUIDANCE ON ENFORCEMENT OF THE IMPLEMENTATION OF THE MINIMUM ENERGY PERFORMANCE STANDARDS AND PROPOSED PROGRAMME FOR TIRANA MUNICIPALITY BUILDING STOCK**

Technical report devising how the Municipality of Tirana can put green buildings standards into practice.

## **HOW-TO GUIDE FOR MONITORING, REPORTING AND VERIFICATION (MRV) OF THE MUNICIPALITY OF TIRANA (ACCOMPANIED BY AN EXCEL MONITORING TOOL)**

Providing an overview of MRV for the Municipality to guide efficient green indicators monitoring

## **GREEN FINANCE ROADSHOW SLIDEDeck**

Presentation on the Municipality of Tirana's profile, city context, financial information, green procurement, and high-priority green projects relevant to potential investors and donor agencies.

## **CAPACITY DEVELOPMENT PRESENTATIONS**

Learning material on topics related to green finance, financial reporting, green infrastructure, green buildings, and green indicators monitoring.





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