For national government and agencies:

- Use pilot area's as experimental zones to cut across the boundaries of policy area's and work together to try out strategy and policy (2 to 3 year period);
- Establish inter-sectoral and inter-ministerial working groups to develop integrated economic concepts. Territorial development can and should take a leading role in this as it is the place where the different sectors come together. Aligning and coordinating policies therefore is essential to its success;
- Create short feedback loops by working closely with all stakeholder groups: local government, entrepreneurs, community and civil society. This can provide reason and motivation to adjust policy and strategy based on practical insight as we go.
- Use lessons learnt in other area's to create spin-off and scale up the effect of sustainable development (after 1 or two years);
- Make plans and documents publicly accessible and actively communicate. Too often initiatives are doubling up or are pulling in different directions.
- Limit general construction and aim for small but excellent developments and the upgrading of the existing investments;
- Continue investment in high quality public space;
- Invest in training and developments of standards. People are hungry for guidelines and standards;
- Develop a tourism sector-wide approach around best practices on water, energy, and waste efficiency.

For local government:

- Use the momentum of this pilot to create critical mass for the development of a training and educational centre on the Ionian Riviera coast;
- Work on Public Private Partnership initiatives to make this work: the goals, costs and benefits for such a centre are neither purely public nor private;
- Partner up with local community and international experts to make the initiative for building guidelines and guidelines for products and services into a sustainable success;
- Facilitate and work together with national government and agencies to create a pilot area where initiatives for development can be supported and brought into practice in a swift, transparent and orderly manner;
- Establish a database on local economic activity to help monitor development and direct investments. Data is convincing. If baselines are not clear, estimates cannot be made and goals cannot be set;
- Create policy and business environments which maximise engagement with sustainable tourism in Qeparo. (Develop planning requirements and laws related to planning, siting, design, construction, materials, renovation, demolition and impact assessment to protect natural and cultural heritage and local communal rights)
For Qeparo community and specifically entrepreneurs:

- **Put effort into fine-tuning the local model** for development and make sure it has as much support as possible. This can function as the foundation for future activities and initiatives and can be used as the basis of any discussion;

- **Get organised**: If sustainable development is the ambition for the Qeparo area, entrepreneurs and community should get organized and create leverage in all future processes and discussions with developers, government and companies from outside or to lobby for public funding. We believe this to be THE crucial piece of the puzzle to make any initiative work;

- **Work on the collective sense of ownership** of public space. Competition with other places in Albania that attract local and especially international visitors and customers can be won in the long run by having a clean and well organized area where people can be proud to live and work;

- **Declare protected areas and public assets**. Find agreements on how to protect and exploit these assets collectively (eg: monastery, Qeparo Fshat, olive grove, beach);

- **Develop a destination management plan** based on responsible tourism management, integrating views, roles and responsibilities of key stakeholders that enter into a destination partnership with stakeholders representing the Visitors, Industry, Communities, Environment (VICE);

- **Develop and promote** sustainable products and services that are compatible with their ecological, social, cultural and economic circumstances;

- **Determine a joint** (public sector/industry) destination marketing plan including quality visitors profile, length of stay, yields, and local spending (based on the VICE).

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For international and national NGO's and donor organisations:

- Use the concept of joint pilot area's to **bundle efforts of different organisations** and create maximum impact;

- Do so by **creating round tables** for these area's and involve organisations that cover different themes to prevent unnecessary competition or crowding out;

- Make use of **national and international communication channels**, for instance from specific value chains such as tourism or processed foods to communicate successes;

- **Document approaches and concepts** developed and share openly. Good examples are happily followed;

- **Make micro-loans available** and offer additional step-by-step incentive packages that become available when previous phases are implemented or milestones have been reached.

- **Provide assistance** in preparation of investment projects. The requirements are often very high and it is difficult to take the first steps.
This report has been prepared in collaboration of CITYFÖRSTER, MVO Nederland and:

If you have any questions or remarks, please do not hesitate to contact us:

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