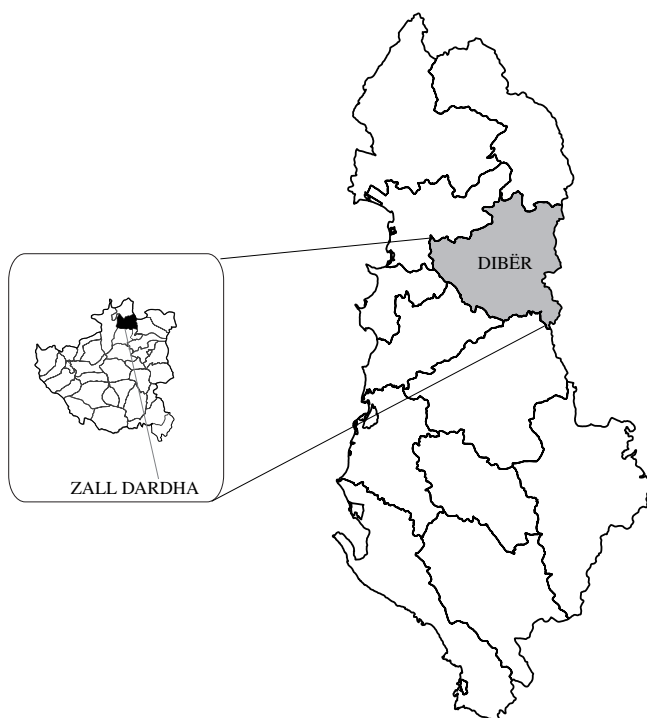


ZALL DARDHA COMMUNE, DIBRA COUNTY

Mid-Term Development Strategy

2008–2015



This strategic plan has been written by stakeholder groups from the Commune of Zall Dardha with advice and guidance from FLAG. FLAG do not accept any liability for the accuracy or content of the strategy; they do however congratulate the Municipality for the quality of their work.



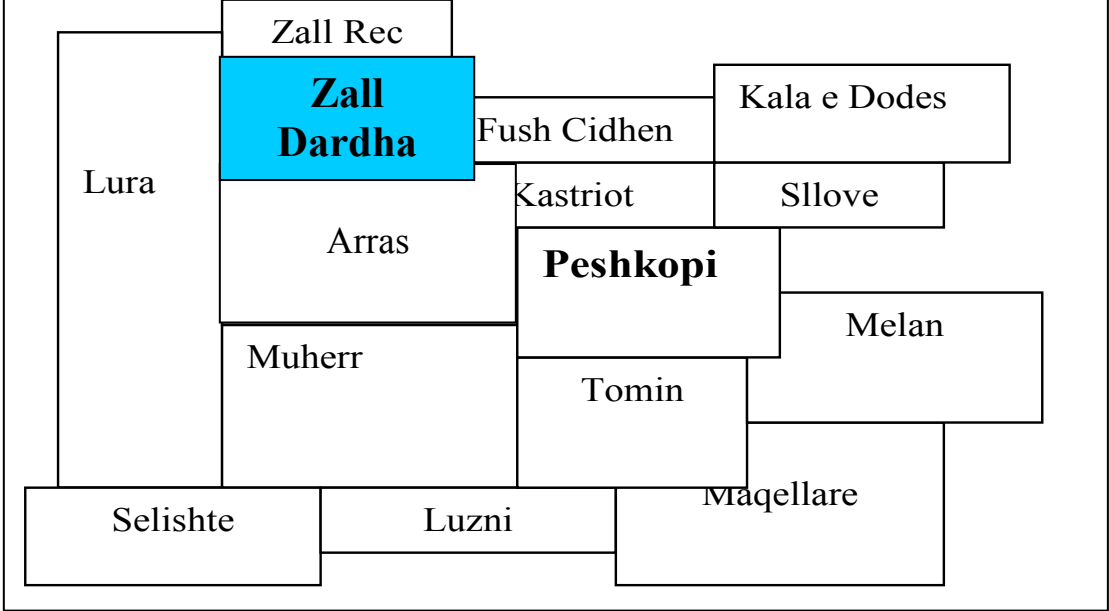
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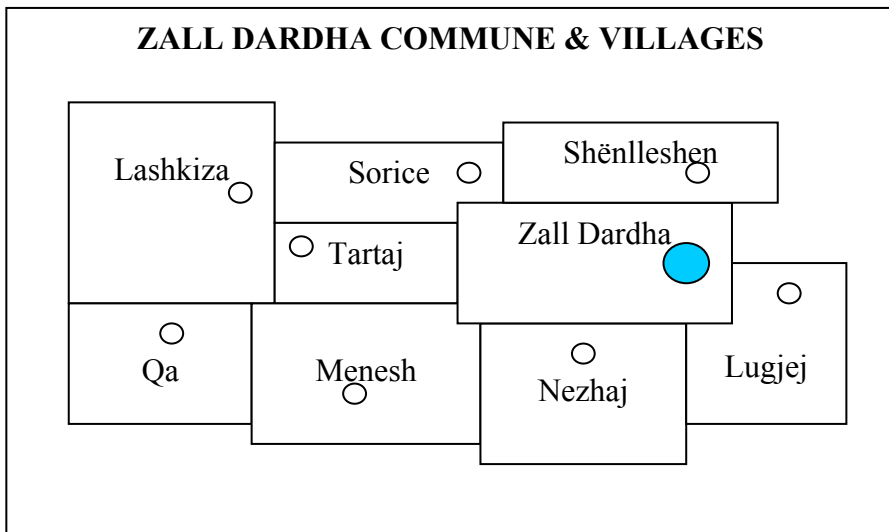
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DIBRA DISTRICT AND LOCATION OF COMMUNE



ZALL DARDHA COMMUNE & VILLAGES



I. Introduction

The initiative to compile a Strategic Plan for the Development of Zall Dardha Commune is considered by all interested parties as essential to accelerate the pace of the economic and social development of the commune.

The community of Zall Dardha is well known across Albania for a spirit of understanding and tolerance, and despite an unfavourable economic and social situation it continues to display the virtues of honesty and love for work.



NJAZI CANI
Head of Zall Dardha Commune

These virtues and the wisdom it displays when it comes to handling difficult situations made it easy for the stakeholders to reach a joint understanding for compiling together a mid-term development plan, which is based on analysis of existing values and the implementation of potential possibilities, without forgetting the dangers and eliminating the weaknesses.

Zall Dardha commune does not lack the human capacities to find the most efficient ways to implement a vision for the future. It has welcomed the help offered by organizations and institutions participating in this project and which kindly and devoutly became part of our efforts to compile a Strategic Plan for the Development of Zall Dardha commune for the period 2008–2015.

I am happy to acknowledge the fact that all the participants in the Strategy compilation process, besides their active participation, showed feelings of optimism and trust, which our commune will shortly develop as well thanks to the coordinated work, cooperation and effective usage of the many assets that our territory and Zall Dardha community possess.

- We need new roads and improvement of infrastructure
These are planned and we will build them
- There are opportunities for the development of breeding
These will be developed by implementation of well programmed projects
- There are opportunities for development of agriculture and fruit growing
We plan to explore these possibilities for improvement of the commune's economic level

- There is a need for development of businesses
We will help businesses become established and develop as partners of government
- Some social deficiencies exist in the commune
We plan to create a suitable environment in which to work and live

We need the contribution of all parties and I declare that the local government of Zall Dardha has understanding and is welcoming, and it will help the general development of the commune by organizing and implementing the services that have to be provided for the community.

II. Methodology

The steps and actions taken during the process to compile the Vision and Strategic Plan of Zall Dardha Commune, took into consideration the fact that the Vision is a joint declaration from the community and other actors in the commune for to try and achieve for its future. The present document, the Strategic Plan, shows how this Vision will become a reality. It specifies the main goals, objectives, programs and projects that will make possible the fulfilment of the Vision. It refers to the budget, human resources and legal issues that relate to the planned implementation.

Successful implementation of the Vision and Strategy will benefit the community in many ways. In particular it will:

1. bind the community
2. identify new possibilities
3. encourage participation of the local community in local government
4. help improve the quality of local governance
5. ensure better grounds for planning and decision making
6. encourage working in partnership
7. help achieve concrete changes that will improve the quality of life and economical stability of the community

Preliminary stage

- political involvement of Head of Commune and of other members agreed upon
- setting up of a group under the leadership of the Head of Commune to guide the process
- selection of staff and project leader
- decision made about other groups that need to be involved to support the project
- obtaining of external expertise
- compilation of project planning and time frames
- compilation of list with possible players to be engaged in the process
- informing of central and local governments, as well as neighbouring local units, and anticipation of their cooperation
- setting up of supporting groups according to topic

1st stage

- selection of data source and data to be collected
- data collected from the respective sources
- data analyzed to identify main trends
- data compared
- short report prepared, including description of main characteristics of the zone
- business questionnaires conducted

- profile of commune used to feed SWOT analysis

2nd stage

- engagement of all players and analysis of main tendencies by making use of extended meetings of Planning Commission and the questionnaires conducted with businesses
- brainstorming techniques were used to analyze the data

3rd stage

- the Vision declaration was drafted describing how the commune is currently regarded and can be in the future by use of imagination, creativity, objective reality, and analysis of data gathered about the commune from consultations with the local community. The Vision encapsulates the strengths and possibilities identified for the area of the commune
- SWOT analysis was conducted to specify the internal strengths and weaknesses of the community, as well as the possibilities and dangers that come from outside factors. The analysis was based on data and information collected about the commune and its future. Focus groups, meetings in the community, brainstorming and other facilitation techniques were used to complete the analysis
- the Vision declaration was finalized after completion of the SWOT analysis which was tested through focus groups or more general meetings in the community. SWOT was used as the foundation for compiling the Vision

4th stage

After the Vision was defined work was started to identify ways to reach it, i.e. ‘how to get there’, which included the following:

1. goals that are more achievable were identified along with specification of the direction
2. objectives to reach each goal were identified
3. for each objective possible programs were identified
4. for each programme possible projects were identified

The projects were, with the help of all the actors involved, presented in the form of project fiches, which gather all the financial and legal implications, and required human resources, as well as assessing whether each project is realistic and achievable, and who will provide the financial and human resources for implementation and development.

The draft version of the material was prepared and approved by the Council of the Commune. It was the duty of all players to be involved in the monitoring and evaluation of the progress during implementation of the Strategic Planning.

III. Expected benefits from Strategic Plan implementation

The benefits expected as a result of the implementation of our Strategic Development Plan (SDP) are multiple, but include the following as the most important:

- provision of guidance to the commune council and administration during the annual and mid-term budget preparation process, allowing for focus on implementation of the projects included in the SDP
- focus applied to the human and financial resources available in the areas identified, maximizing the benefits and making it possible to achieve the goals and objectives of the SDP
- strengthened sustainable partnership in decision-making, with co-financing provided by commune government and the business community
- increase in capacities of the communal administration, especially in implementation of the SDP
- coordination of activities of organisations and agencies responsible for implementation of different parts of the SDP
- documentation of the progress of local economic development in the commune using forms for each development sector
- identification of expected results and establishment of a monitoring system, in collaboration with the community, in order to follow up on the completion of activities and evaluation of the results anticipated in the SDP
- development of an efficient system of communication between the commune government and its partners
- facilitation of marketing of the potentials and possibilities of doing business in the commune
- improvement in the management system in the commune government to ensure an effective implementation of programmes and projects in the SDP
- provision of guidance for central government and donors to allocate funds and to focus on available resources
- achievement of concrete changes in improving the quality of life and economic possibilities in the community

IV. Implementation of the Plan

This document is the official Strategic Plan of our commune government and the institutions and enterprises under its control. Given that the timeframe for implementation of the Plan is longer than that of a political mandate, the success of its implementation depends on the continuous engagement of the commune government and our partners in achieving the objectives and implementation of the outlined projects.

The Municipal Council, as the key factor in provision of support for the Strategic Plan, will provide guarantees for the allocation of funds for financing of the projects, and will discuss and approve the improvements suggested by the Planning Commission and the mayor.

The mayor and the person in charge for following up the implementation of the Strategic Plan will coordinate the programmes, projects and financing from central government, donors and local or international organisations, so that they follow and support the SDP. In addition, the mayor will initiate and implement adequate improvements in the management of the work processes and restructure the staff accordingly to facilitate implementation of the Plan. The success of the implementation will depend heavily on how the organisations and agencies involved in the Strategic Plan will manage the particular elements for which they are responsible.

V. Vision and Goals

Vision

The purpose of generating a vision for the development of our commune was to enable the community to articulate where it wants to be in the future and to choose the path it would like to follow to get there. The vision will provide for the community and communal government a clear idea of what has to be done and how to concentrate their energies and resources.

The vision was developed by the Strategic Development Planning Commission, after consulting different segments of the community. The aim was to generate a vision that could be developed and accepted by as many actors and interest groups as possible, and which would provide a guide towards the preferred future of Zall Dardha Commune.

We believe that our vision summarises realistically the ambitions, desires and capacities of our commune. Our vision will be re-evaluated by the community, including the decision-makers in local government, in order for it to reflect on any necessary changes, new desires and circumstances and recent evaluations.

VISION OF ZALL DARDHA COMMUNE

In 2015, Zall Dardha will be a commune where the quality of infrastructure and governance is guaranteed to ensure social and economic development to the levels desired by the community, where increased quality production, based on the natural resources of the area, of mainly agriculture and animal husbandry, will reach markets and where higher revenues for the community will be generated by successful businesses.

Goals

Determination of SDP goals helps us to take decisions about the ways and means of achieving the ambitions and the changes we need. Even though some of the goals and actions required to reach the goals are not directly related to creating jobs or to attracting new businesses, the future of our community is based on sound foundations such as level of education and quality of life, commune infrastructure and services. In our view, businesses do not develop and flourish in and are not attracted to communities that do not offer adequate levels and quality of infrastructure and services required by a healthy business environment.

In order to achieve its SDP goals, our commune is focused on accessing its natural and human resources. In order to develop the goals, the Planning Commission considered the opportunities and threats facing the commune, its history of economic development and that of the region.

SDP goals express the main directions in which the development of the commune will follow, and are listed below according to importance to local development and to the creation of a favourable environment for sustainable development. They are developed through careful analysis of the vision and deal with issues crucial to the development of the commune.

A matrix is presented later in this document that lays out the strategic plan in an organized way, from Vision to Project, encapsulating the ambition, effort and initiative of the community and commune government to enable implementation of the Strategic Plan and the local economic development of the commune.

Goal 1: To strengthen and increase the capacities of the community in order to enable a quality governance and management of public services and businesses

Goal 2: To offer quality infrastructure and public services in the commune in close cooperation with the community and partners

Goal 3: To strengthen the production, processing and services businesses by facilitating trade of the produce and to increase the income of local inhabitants

VI. Local business survey

A survey was conducted with the local businesses in Zall Dardha commune in order to understand better their concerns, expectations and needs. The goal of the survey was to collect information and gather the views of the business community on the local economic situation, the prospects of doing business in the commune, the conditions and regulations that affect the growth of local businesses, the policies and practices that hinder such growth and the demands and needs of the community for an improvement in the business environment.

The Business Environment survey was carried out in October 2007 and **30 businesses** from different categories participated.

The main perception of businesses is that the commune government does not have the appropriate means or authority to assist the development of SMEs. This perception is enhanced by lack of communication and poor dialogue between local government and business.

During discussions, business people expressed the desire for more financial resources to be made available for local authorities to increase their capacity and possibilities to promote economic development in the commune.

Inclusion of the opinions of local businesses in the formulation of the Strategic Plan was an important step in initiating the decision-making process. Through this step the opinions of a group of people that have the biggest influence on the economic growth of the commune was considered.

VII. History of the commune

Zall Dardha is situated in an old region of Albania. The name Dardha (*pear*) is pure Albanian and there is no need to dig deep to find its etymology. There was an ancient city in the area known as Dapatra, testifying that this area has been inhabited for a very long time. Other ancient settlements include Cuku i Lekes, Meja e Qytetit, Kisha e Dom Mjetsit e Merskanes, Trojet e Mjeshtit, among others.

The favourable geographical position and development of this region have historically attracted foreign interest. Many wars are remembered in the history of the region, fought in order to protect the area: the uprising against the Turks from 1560–1570, against Tanzimat 1839–1870, the wars of 1875–1912 in which the region tried to gain autonomy from the Ottoman Empire, and wars against the Serbs, Bulgarians, Austro-Hungarians and the Nazis.

This region is renowned for its patriotism. The fighter Dernjan was a typical highlander, brave and strong, as well as intelligent, free, resourceful, pleasant and hard working. The highlanders from this area have a strong and proud character, and they face difficult situations with maturity.

The terrain is typically gently sloping hills with villages lying against a green backdrop, from the top of Xhargjishtit, down the slopes of Lana and Lura to the banks of the River Drini i Zi, from Mustafaj until Kraj-Rec. This area is rich in natural water resources.

During the communist regime the commune was a cooperative. After the changes that came with democracy it became (and still is to this day) a local administrative unit of the first level of commune composed of nine villages.

1. Zall Dardha: 610 inhabitants, 124 families with 139 ha agricultural land and 238 ha pastures
2. Lugjej: 630 inhabitants, 124 families with 139 ha agricultural land and 142 ha pastures
3. Tartaj: 380 inhabitants, 54 families with 54.1 ha agricultural land and 185 ha pastures
4. Shënllshen: 34 inhabitants, 8 families with 28 ha agricultural land and 100 ha pastures
5. Nezhaj: 278 inhabitants, 57 families with 89.3 ha agricultural land and 140 ha pastures
6. Menesh: 68 inhabitants, 11 families with 43.7 ha agricultural land and 66 ha pastures
7. Lashkiza: 231 inhabitants, 47 families with 83.7 ha agricultural land and 53 ha pastures
8. Sorice: 158 inhabitants, 21 families with 67.5 ha agricultural land and 57 ha pastures
9. Qa: 31 inhabitants, 6 families with 63 ha agricultural land and 29 ha pastures

Historically, the economy of this area has been based on animal husbandry, agriculture and fruit-cultivation. Trade has historically extended outside the borders of Dibra. Mainly the local produce has been for local, personal consumption, but there is potential for much more to be produced, and

exported. Historically, poor road infrastructure has hindered trade growth, while problems related to poor irrigation and drainage systems have hindered growth in agricultural production.

The Dardha area is considered as the mother of Dibra region folklore. Many artists have come from the area. This tradition has recently become a focus of attention, and community awareness is being raised to preserve and possibly develop this tradition.

The area is distinguished for a tradition of democracy in solving problems or conflicts, for example through “the pledge of the 15 men”. Their example is followed to this day to avoid the old tradition of blood feud.

Considering the wonderful qualities of the inhabitants of this area, as well as the rich natural resources, Zall Dardha will soon develop by all of its stakeholders working and cooperating in an organized way.

General information

Commune	ZALL DARDHA	is located	33 km	away from the city of	PESHKOPI	County	DIBËR
Annual income per capita	19,116	lekë/year		Commune area	3,086	ha	
Annual income from local taxes collected by Commune	219,000	lekë		Topographic map (Nomenclature)	K-34-77-D-a		
Annual income from local taxes, planned for following year	224,000	lekë					
Annual expenses on Infrastructure for year 2006	360,000	lekë					

Village	No. of residents	No. of families	No. of incoming families	No. of departing families	No. of immigrants	No. of vehicles	No. of students	No. of children up to 6 years old	Agriculture area (ha)	Pasturage (ha)	No. of families receiving financial assistance	No. of annual visits to Health Centre	No. of teachers	No. of physicians	No. of nurses	No. of commercial units
Zall Dardha	610	124	7	11	15	4	161	59	139	238	50	2,200	12	1	2	3
Lugjej	630	127	6	8	18	3	31	61	212.7	142	42	0	4	0	1	2
Tartaj	380	54	5	7	8	1	9	27	54.1	185	28	0	1	0	1	1
Shënleshën	34	8	0	2	2	0	0	4	28	100	5	0	0	0	0	0
Nezhaj	278	57	2	5	8	1	11	25	89.3	140	27	0	1	0	1	0
Menesh	68	11	1	1	0	2	4	4	43.7	66	5	0	1	0	0	0
Lashkiza	231	47	3	6	6	3	38	18	83.7	53	25	0	6	0	1	0
Sorice	158	21	4	6	4	0	7	7	67.5	57	11	0	1	0	1	0
Qa	31	6	0	1	0	0	0	3	63	29	0	0	0	0	0	0
Commune total	2,420	455	28	47	61	14	261	208	781	1,010	193	2,200	26	1	7	6

Technical condition of Commune infrastructure		EVIDENCED PRIOR INVESTMENTS RANKED BY IMPORTANCE	
		INVESTMENT DENOMINATION	COST(lekë)
		No.	
1. Rural roads	total	30.7	km
Reconstructed		11.3	km
Unreconstructed		19.4	km
2. Urban roads	total	13	km
Reconstructed		13	km
Unreconstructed			km
3. Water-supplies	total		unit
Reconstructed			unit
Unreconstructed			unit
4. Schools	total		unit
<i>a) Reconstructed</i>		5	unit
Building area		1,777	m ²
Garden area		3,549	m ²
<i>b) Unreconstructed</i>		0	unit
Building area		471.6	m ²
Garden area			m ²
5. Health Centres	total	1	unit
Reconstructed		40	m ²
Unreconstructed			m ²
6. Sewer systems	total		km
Reconstructed			km
Unreconstructed			km
7. Irrigation Ditches	total		km
Reconstructed			km
Unreconstructed			km
8. Public Markets	total		unit
Reconstructed			m ²
Unreconstructed			m ²
9. Parks & green areas	total		m ²
Reconstructed			m ²
Unreconstructed	€		m ²
			€

VIII. Information and current trends

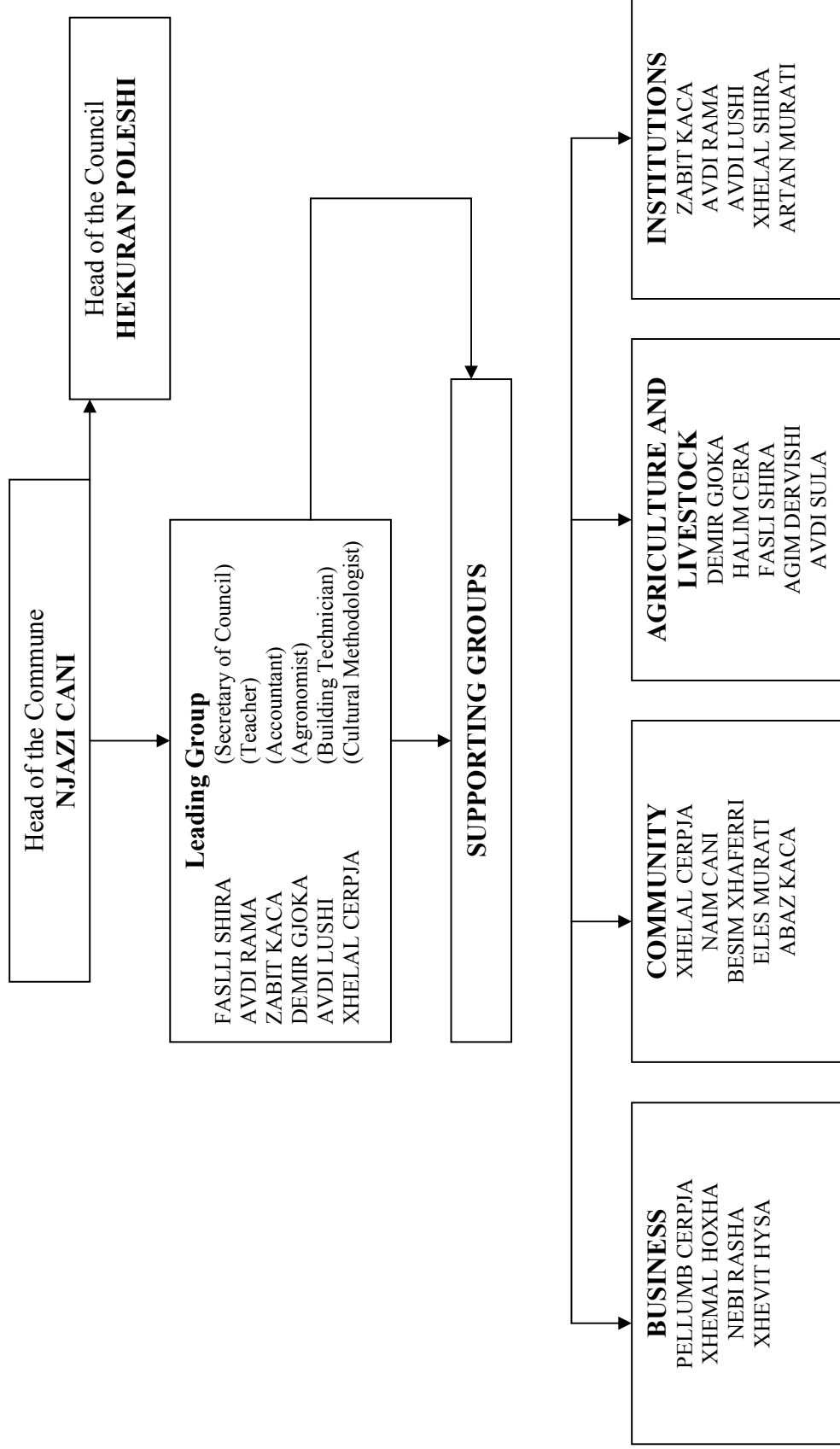
1. General Information

- Zall Dardha has an average population density of 78.4 inhabitants/km² in comparison with the figure of 73.4 inhabitants/km² for Dibra as a whole.
- After 1990, the population of Dibra county decreased by an average of 16 per cent as a result of emigration, either abroad or to elsewhere in Albania. Data show that nine per cent of the population of Zall Dardha has left the commune in recent years.
- In Dibra county, approximately 21 per cent of families receive social aid payments, while in Zall Dardha the figure is much higher: currently 42 per cent of families receive social aid.
- Agricultural land covers 25 per cent and pastures cover 33 per cent of the territory of the commune. The average surface area of agriculture land is 1.72 ha per family, while at the county level this figure is 0.94 ha per family.
- Household income mainly comes from social aid, sale of produce, money from emigrants and self employment. Household income per person is not known exactly, but is estimated at approximately 130 lekë per person per day.



2. Administration and local government

The administration of Zall Dardha commune is composed of ten employees, as indicated in the following organization scheme:



3. Agriculture

There are currently 781 ha of land used for agricultural production in Zall Dardha commune. There are 6 ha of land planted with orchards, 2 ha planted with vineyards and 280 ha on which fodder is grown, while there are 1,010 ha of pastures. The current annual production of the area consists in about 100 Kv legumes, 100 Kv walnut, 400 Kv corn, 150 Kv potato and 40 Kv raki. About 50 per cent of families, produce enough to sell small quantities.

There are also commercialized medicinal plants collected locally, by about 15 per cent of the families. These plants are predominantly sage (50 Kv), chamomile (5 Kv), thousand petal flowers (5 Kv), elder (5 Kv) and smaller quantities of other medicinal plants. Considering the tradition of agricultural production, there are great possibilities to increase the local share of the market of the following produce: legume production can be doubled, potato production can be quadrupled, corn production can be tripled, plum, apple and grape production can be tripled, and medicinal plant collection can be quintupled. There are also good chances for good cultivation of hazelnut, which is regarded as being potentially successful, as well as commercially profitable.

Such an increase in production would be possible if the irrigation system were reconstructed—currently only 35% of the soil is watered—while the position would be further supported with provision of loans, agricultural machinery and training of farmers in opening up land for such production, as well as the introduction of high productivity plants. Construction of dams is also needed, while another action to be taken is the setting up and provision of a market for future production, and consideration needs to be given to the option of setting up a regional market for agricultural produce.

4. Animal husbandry

Currently, there are 3,000 head of small livestock with a predicted increase of up to 6,000 goat and sheep. There are also 200 head of cattle that could reach 500 head, while there are 2,000 poultry, which could be increased to 5,000 birds.

Honeybees are also kept in the commune: about 15 Kv of honey is produced annually and this figure can be quadrupled.

About 50 per cent of the families in the commune trade meat, about 200 Kv of beef, 100 Kv of goat and 120 Kv of lamb. Milk is not traded, as transport is difficult and expensive. However, it is processed and distributed to the market as cottage cheese (100 Kv) and butter (10 Kv). Meanwhile, 400 poultry birds and 3,000 eggs are sent to market each month.

5. Road infrastructure

The current road infrastructure is very poor, creating a great barrier for production and trade businesses. In order to get to the county centre, a producer has to travel 33 km to Peshkopi along 20 km of roads that are not asphalted and are in very poor condition. Throughout the whole commune there are 30.7 km roads, of which only 11.3 km have been reconstructed, while there are also 13 km of inter-urban roads. The situation is supposed to improve with the paving of the national road between Muherr and Zall Dardha.

The condition of these roads is considered key to the economic development of the region. Nevertheless, the commune's roads have good foundations and could be developed with quality guaranteed investments.

The construction of a bridge over the River Drini i Zi would enable Zall Dardha commune to become a point of transit linking the regions of Lura and Rec. This bridge would also considerably shorten the distance to Peshkopi.

6. Water and electricity supplies

None of the nine villages that comprise this commune is supplied with potable water: the whole community obtains its water from small springs near their homes. It is necessary for a drinking water supply to be installed to improve their quality of life.

Zall Dardha commune is supplied with electricity from the Fush Çidhen sub-station, and the supply network is operational. There are seven electricity cabins and seven transformers, all in good condition. However, it is essential for improved quality of life and economic development for an increase in the number of hours of electricity supplied, especially given the low level of non-technical leaks and the regularity of payment of electricity bills by 90 per cent of consumers. The average electricity consumption is about 40 kWh per resident per month.

The possibility has been identified of building a small hydroelectric power station on the River Lashkiza.

7. Transport and telecommunications

Community needs for passenger transportation to Peshkopi through the commune villages, as well as transportation for school children is mostly satisfied by five privately owned minibuses, which are not primarily used for this purpose. Valid minibus taxi businesses cannot be established because of the poor road conditions, low income of residents and the consequent low number of passengers. So far, only one small bus and one minibus have been registered as a taxi service. Transportation of goods is also carried out by private means, sporadically and for small amounts.

The level of telecommunications is poor due to the absence of a post office and lack of land phone lines: only the mobile phone operators are functional in the region. Naturally, there is no Internet access, and only the local television station signal is received because there is no antenna tower that provides this region with Albanian National Television signal.

8. Education and professional development

In Zall Dardha commune there are nine schools, of which one is a secondary school, three are nine-year primary schools and five elementary schools. The current number of students is 278, and there are 23 teachers, giving a ratio of one teacher per twelve students. There are also ten pupils undergoing non-compulsory education. It is a long walk to secondary school for most children. Currently, two children from the commune are attending Higher Education in Tirana, one of whom has just enrolled in the first year.

Needs have been identified for teacher training and the supplying of schools with teaching materials and books. It is essential for a literary and science library to be set up in the schools. Such a library would be useful to the school children, and to other residents after lessons. It is aimed for vocational education to be promoted and it is believed that 85 per cent of children that complete 9-year primary education attend vocational secondary education, and that 30 per cent of those completing vocational secondary education attend higher education.

A need has also been identified for promoting and organizing pre-school education through private initiatives. Professional development is incalculable, even though it is necessary and required by residents that are aware of their need for professional development in order to face the overall development challenges. Zall Dardha commune is planning professional development opportunities in priority areas, through establishing a qualification organization unit, commencing with the economic management of activities and other courses according to the identified needs. A short-term objective is making available premises (possibly in a school) to hold computer courses for public administration as well as for residents. Another common request is for the introduction of foreign language courses.

9. Health care

There is a functional medical centre in Zall Dardha commune, as well as two clinics. There are seven nurses and one doctor employed, while the number of visits to the centre ranges up to 2,200 per year.

There is an obvious need to develop the quality of the local health care system. The clinics, in Lugjej and Nexhaj villages, require provision with essential equipment for them to function well, while it is necessary for personnel to be better trained in order to reach the standards required for a primary health service, in particular in the following areas: a) treatment of infectious diseases, b) mother and

child health care, c) treatment of emergencies within the framework of a primary health service, and d) family planning and sexually transmitted diseases. The overall health of the population is generally good but prevention of dystrophy is currently the focus of attention, as the area's low economic level could cause this disease to emerge.

Currently, there are 50 long-term ill patients (or 17 per thousand residents). The birth rate is low and falling slightly, and infant mortality is zero. The overall natural and mechanical growth rate are low.

One problem that requires immediate resolution is lack of transport to hospital, since the condition of the road infrastructure is poor and there is no ambulance to transport patients.

10. Business

Local businesses comprise six traders and service providers. The farms, all being small, have no business activity at all because of the small amount of local produce that goes to market. However, a need for training in how to manage agricultural and farming potential has been identified for the commune's families.

The basis for new production, elaboration and commercial business is related to both productivity and economic income. In Zall Dardha commune a transport business for goods and passengers has been established, while the following are in process of registration: four commercial businesses, six producers, four service providers and one for collection of medicinal plants. The income derived from local taxes and small business taxes for the first nine months of 2007 reached 30,000 lekë, from the land use taxes, 60,000 lekë, from building taxes, 20,000 lekë, and from vehicle registration, 20,000 lekë.

Of the 455 farming families in the commune, only 60 per cent sell their excess production, and consolidation of businesses related to agricultural and farming produce is expected to involve 60 per cent of families. Also expected is development of businesses related to gathering and processing of medicinal plants, and honey production, as well as those related to services that are lacking in the commune. Obviously successful trading of all this produce requires much will on the part of farmers to be organized. Initiatives towards professional development and economics management will help the commune achieve its economical development objectives.

11. Evaluation of tourism potential

The region's proximity to highlands and to the attractive region of Lura constitute great potential for initiating summer and winter family tourism. This could be possible once the roads to these areas are improved. The creation of recreational gardens in which animals and wildfowl can be reared is another possibility and which would also help tourism development. Meanwhile, the banks of the River Drin i Zi could be also be exploited as recreational areas for the summer.

IX. SWOT analysis

S–Strengths that can promote development of the commune

QUALITY OF AGRICULTURAL LAND AND PASTURES WELL KNOWN

This region is well-known for the high standard of its agricultural and farming produce. The arboriculture produce has been varied and this region has supplied other regions in Albania. Moreover, due to its high quality, it has also been exported.

APPROPRIATE ENVIRONMENT FOR AGRICULTURAL AND FARMING DEVELOPMENT

The environment of the region around Zall Dardha is in very good condition because, unlike other regions of Albania, there is virtually no pollution. Meanwhile, the climate is excellent for a wide range of agricultural produce. Frequent rainfall, the springs and vicinity of the River Drin i Zi, as well as the fertile land, are advantageous for the development of agriculture and arboriculture. The region is rich in forests and pastures, which are excellent for development of animal husbandry.

TRADITION OF WORK AND EDUCATION

The inhabitants have a long tradition, generation upon generation, and appropriate experience as agricultural and farming labourers. They are also known historically for their good attitude towards education, as well as for their cleverness. The inhabitants of this region have demonstrated they have initiative, and they have created and implemented agreements with their neighbouring regions for collective protection of their properties.

NATURE OF THE REGION

The region's highlands and other areas of tourism potential, as well as the multiplicity of flora and fauna, can be exploited with the creation of natural parks, where the wild animals and plants can reproduce in a very natural environment, attracting tourists and hunters and climbers. Such activities can be undertaken in all seasons.

RICH AND ASSORTED FLORA

The flora of this region is rich with plants much sought after by the pharmaceutical industry, as well as other plants, such as wild hazelnut, sought after by international traders. The climate is excellent for cultivation of the domestic variety of hazelnut, which is also much sought after by the international and national markets.

WILL OF LOCAL AND CENTRAL AUTHORITIES

The commitment of the local and central authorities in supporting the initiatives of the community is clear, showing great cooperation among all actors to achieving higher economic development.

W-Weaknesses, and ways to overcome them

LOW EXPLOITATION OF EXISTING CAPACITIES

It is clear that the commune's production covers mainly family needs with very little produce left for sale. This level of production is far from full exploitation of the production capacity of the commune's land. This low level of exploitation is not due to lack of interest or incompetence of farmers. There are reasons for the inefficiency, which can be reversed through ensuring normal infrastructure, creating opportunities, enabling of contemporary organs and assurance of collection and marketing, as these would promote maximum exploitation of the produce and of the commune's potential.

INADEQUATE ORGANIZATION AND INITIATIVES

Beyond the objective difficulties, there are also weaknesses in the organization of common efforts and exploitation of the existing intellectual capacities, which are high given that there are certain individuals with great initiative and organizational skills in the field of business. Good organization of efforts is required along with encouragement of cooperation with support of the local and central authorities for common initiatives to be undertaken that are adequate, leading to considerable economic development.

COORDINATION OF EFFORTS

A climate of cooperation and planning of common and interdependent activities is non-existent. It is probably necessary to undertake specific research that would make the level of cooperation more concrete. It is a duty of the local administration and the most prepared people to put together proposals and develop research based on coordination of efforts and clear cooperation platforms.

PRODUCTION IS MAINLY FOCUSED ON FAMILY NEEDS

As long as the current situation continues, in which families produce only for their own consumption, there will be no agricultural and farming business in Zall Dardha. The small quantities that families sell are just a tiny glimmer of hope of economic development of the region. It is essential that the commune takes initiatives to encourage, firstly, a study on the opportunities each family has to produce for the market, and secondly, organization for planning annual production and then provision of the market. Based on the produce, business associations present a good opportunity to initiate the organization of the effort.

SCARCE INFRASTRUCTURE

The local infrastructure is very deficient. It includes not only the poor local irrigation and drainage systems, but also the road infrastructure, which is regarded as the most important factor in holding back the economic development of the region. There are also deficiencies in the potable water and electricity supplies, as well as the costly means of communication and these have a negative role in

the economic development of the region. Good step-by-step planning towards improvement of the situation is crucial, and this ought to be based on a strategic plan, in which all actors in the commune could find themselves with tasks that require commitment and interaction.

O–Opportunities to be exploited to help development

OPPORTUNITIES FOR TOURISM DEVELOPMENT

Cooperation with local and foreign investors, including the diaspora, and good organization and promotion can lead to improvement of the commune’s infrastructure for the development of mountain and winter tourism, and outdoor sports, including hunting. This opportunity has been created by the local topography and climate, its fauna and flora, and by the general nation-wide improvement of road infrastructure, water and electricity supply systems and communications.

USE OF MICRO CREDITS

Access to micro-credits from banks operating in the county centre is becoming easier. The availability is based much upon the development policies of both central and local authorities, who are encouraging the banks to lend money to businesses, including farmers, in order to support the economic development of rural areas.

AUGMENTATION OF TRADITIONAL FARM PRODUCE

The quality and quantity of land, the climate, organization of small farms and provision of irrigation systems can guarantee an increase in all agricultural and traditional arboriculture produce in the region. Given the past experiences, we can assume that productivity could be increased by at least 100–200 per cent. This can also be said for the traditional produce of animal husbandry, given the adequate pastures and fodder.

POTENTIAL FOR NEW OR LESS DEVELOPED PRODUCE IN THE AREA

The experience of businesses that have been tested has demonstrated the potential for marketing the commune’s excellent honey and hazelnuts. The quality of this produce is guaranteed by the quality and quantity of the local water resources, the rich fauna and flora and an adequate size and relief appropriate for their cultivation.

APPLICATION OF MODELS OF COOPERATION BETWEEN FARMERS

One opportunity for improvement of the economic development of the region lies in the exploitation of international experiences in organization of cooperation for production, processing and trade of farming produce. This opportunity would be facilitated by professional and managerial development that will be provided with the support of the local and central authorities.

DEVELOPMENT OF GATHERING, PROCESSING AND TRADING BUSINESSES

Businesses that process agricultural and farming produce, and collect and trade are identified as necessary for the economic development of the region. Such businesses are essential because various products can be processed near to the point of production, reducing costs of transportation with access to the market for individual products difficult and expensive to ensure. Such businesses may encourage increased farm productivity, as planning, access to the market and sale of the produce are facilitated.

T-Threats and ways to neutralize them

DELAYS TO ESSENTIAL IMPROVEMENT OF INFRASTRUCTURE

Delays to improvement of road infrastructure and of water and electricity supplies, as well as failure to realise plans designed for the irrigation and drainage systems would, as these are the main reasons for the slow pace of the region's development, have the effect of discouraging farmers to take initiatives that would increase productivity and transform their activities into businesses with guaranteed profits. Given that such improvements have considerable costs and still the only financial sources are the central authorities and foreign donors, there is a great risk of not achieving these objectives in a timely manner. The local authorities must do their part in preparing the necessary documentation and in undertaking adequate lobbying for their goals to be reached based on the strategic development plan.

LACK OF COMMITMENT OF FARMERS IN COMMON INITIATIVES

Another serious threat is the low engagement of farmers in common initiatives, due to mistrust or misunderstanding of the importance of such initiatives. It is the responsibility of the local authorities to raise awareness and provide training to increase farmers' understanding for them to improve their management and planning skills. Such initiatives should be integral parts of the short-term strategic plans. It is also suggested that reliable studies be performed that increase reliance on achievement of common initiatives that aim at the development of their businesses.

EMMIGRATION OF YOUNG QUALIFIED WORKFORCE

Another risk is emigration of qualified residents, whether abroad or to large conurbations. There are many people who for economic reasons would prefer to leave their property in the commune. This part of the population is very active and their emigration represents a real loss for the community. Materialization of research and training for local residents in business development opportunities with considerable profits, sometimes higher than the income they might gain from emigrating, is here emphasised.

ENVIRONMENTAL DEGRADATION

Degradation of agricultural land, forests, pastures and other assets important to farming development must be fully understood if it is to be reversed. Measures must be taken quickly to stop this phenomenon and improve the situation. The creation of a climate of confidence in the success of local businesses as well as centralized investments will develop the appropriate conditions.

INADEQUATE ENGAGEMENT OF CENTRAL AUTHORITIES TO IMPROVE THE SITUATION

One more threat to be considered and discouraged as soon as possible is inadequate engagement of either local or central public administrations. The situation is exacerbated by the issue of the construction of the Skavica hydroelectric power station, a project that is currently in abeyance. The construction of a lake for the power station would inundate most areas of some villages. It is essential to study and include in the strategic plans possible solutions to prevent the damaging social effects and harmful consequences.

X. Matrix of the Strategic Plan

In 2015, Zall Dardha will be a commune where the quality of infrastructure and governance is guaranteed to ensure social and economic development to the levels desired by the community, where increased quality production, based on the natural resources of the area, of mainly agriculture and animal husbandry, will reach markets and where higher revenues for the community will be generated by successful businesses					
Goal	Area	Objective	Programme	No.	Project
G1: To strengthen and increase the capacities of the community in order to enable a quality governance and management of public services and businesses	Administration	G1.O1: Modernization of approach of commune authorities to meet qualitatively the demands and economic development of the commune	G1.O1.Pr1: Building of governing capacities	1	Improved finance and bookkeeping in commune administration by introduction of ALFA accounting software
				2	Training of commune employees and advisors
				3	Installation of equipment for Commune staff and training for them in how to use it
			4	Protection and maintenance of forestry resources of commune	
			5	Certification of public property and conducting of study into how to manage it efficiently	
			6	Conducting of a study about economic and social effects deriving from building of a hydro-electricity reservoir in Skavica	
			7	Construction of elementary school in Tartaj	
	Education and Professional Development	G1.O2: Establishment of infrastructure for acquirement of contemporary knowledge and for development of community skills to deal with economic development demands in Zall Dardha region	G1.O2.Pr1: Building of physical infrastructure for education	8	Construction of elementary school in Meshkane Lashkiza
				9	Reconstruction of school in Lashkiza
			10	Reconstruction of third floor of secondary school	
			11	Construction of cultural centre in Zall Dardha	
			12	Organizing a qualifying course for farmers	
			G1.O2.Pr2: Building of capacities of labour force	13	Establishment of Professional Development Unit in commune
				14	Organizing a qualification course for farmers with main subjects agriculture and fruit cultivation
			G1.O2.Pr3: Provision of contemporary know how	15	Organizing a qualification course for beekeepers and medicinal herb growers
				16	Establishment of literary and scientific library for the secondary school
				17	Conducting of study into organization of pre-school education

Goal	Area	Objective	Programme	No.	Project	
G2: To offer quality infrastructure and public services in the commune in close cooperation with the community and partners	Health System	G2.O1: Provision of a normal primary health service for all commune residents	G2.O1.Pr1: Building of physical infrastructure for health system	18	Construction of sewage system in Zall Dardha Village	
				19	Provision of ambulance for Health Centre	
				20	Provision of refrigerators for safeguarding vaccines in clinics	
				21	Construction of health centre in Lugjei Village	
				22	Construction of health centre in Tartaj Village	
				23	Construction of health centre in Nezhaj Village	
	Transport and Telecommunications			G2.O1.Pr2: Building of capacities of health personnel	24	Training of medical staff
				G2.O1.Pr3: Raising health awareness of community	25	Production of leaflets to inform local community about health issues
				G2.O2.Pr1: Organization of transport service	26	Organizing of transport with vehicle owners in commune
				G2.O2.Pr2: Broad communications infrastructure	27	Provision of daily transport for school children
					28	Design and setting up of cable phone connection with national network, and functioning of the postal service
	Infrastructure and Public Services			G2.O3.Pr1: Road infrastructure	29	Installation of mast to enable the viewing of public TV channels
					30	Asphalting of road from Arras to Zall Dardha
					31	Construction of road from Zall Dardha to Lace
					32	Asphalting of Fush Çidhen, Drini Bridge, Zall Dardha road
					33	Asphalting of Shënleshen to Zall Dardha road
				34	Construction of road to Dervishej, Xhoxhaj Lugjei quarter	
				35	Construction of Shatore to Lugjei road	
				36	Construction of road from Lashkiza to Tartaj and Menesh	

Goal	Area	Objective	Programme	No.	Project
G3: To strengthen the production, processing and services businesses by facilitating trade of the produce and to increase the income of local inhabitants	Agriculture	G3.O1: Increase in agricultural production in accordance with increasing farming needs, traditional orchards and medicinal plants, aiming at a centralized and guaranteed trade	G3.O1.Pr1: Capacity building	60	Establishment of Agriculture Farmers' Association
				61	Provision of training for farmers and agricultural engineers
				62	Installation of irrigation system for Zall Dardha Village
			63	Installation of irrigation system for Lugjeje Village	
			64	Installation of irrigation system for Menesh Village	
			65	Installation of irrigation system for Lashkiza Village and Merskane	
			66	Installation of irrigation system for Tartaj Gjurre and Tartaj villages	
			67	Construction of dams to prevent erosion in Topuzej	
			68	Construction of drainage system for Rane Shatorre and Dervishej (Lugjeje)	
	69	Construction of drainage system for Rane (Zall Dardha)			
	Livestock farming	G3.O2: Increase in traditional animal products, mainly small livestock, facilitating concentrated processing	G3.O2.Pr1: Building of organizational capacities	70	Establishment of Livestock Farmers' Association
				71	Provision of training in stock improvement
			G3.O2.Pr2: Improvement of stock pedigree	72	Standard periodic vaccination of livestock
				73	Construction of artificial breeding centre
	Business	G3.O3: Increase in number of small processing businesses with production sources in the commune, enabling the augmentation of these products in the market	G3.O3.Pr1: Setting up of new businesses	74	Construction of dairy for farm produce processing in Zall Dardha
				75	Construction of dairy for farm produce processing in Lashkiza
				76	Encouragement for setting up businesses lacking in the commune
			77	Support for favourable loan policies	
			G3.O3.Pr2: Compilation of studies	78	Carrying out of research into potential of cultivation and processing of sage for export
79				Conducting a study for increase in traditional fruit production in accordance with market demand	

Goal	Area	Objective	Programme	No.	Project
				80	Conducting a study for possibility of gathering, cultivation and processing of hazelnut
			G3.O3.Pr3: Building of organisational capacities	81	Setting up of structure for planning production for market at commune level (INGEK)
				82	Establishment of Medicinal Herb Collectors' Association
				83	Conducting a financial management course for small farms
	Tourism	G3.O4: Development of eco-tourism and mountain tourism in commune by prioritizing family tourism	G3.O4.Pr1: Compilation of studies	84	Conducting a study to identify possibilities for developing mountain tourism in Qa Village
				85	Conducting a study to identify possibilities for development of tourism
			86	Conducting a study for the setting up of hunting parks and stimulating raising of wild poultry	
			87	Provision of training course in eco-tourism and mountain family tourism	

XI. Forms on economic development

Strategic development planning requires the contribution of many actors. The information provided on the following few pages is presented as ‘forms’, which are aimed at facilitating the contribution of all participants. Such forms allow participants to express themselves strategically and concisely about the actions to be taken to reach the objectives.

These forms include the introduction of sector indicators, which help all actors not only to analyze the current situation and plan the actions to be taken for its improvement, but also to monitor continuously every year the indicators defined for this purpose.

Arranged by field, the forms facilitate practical collection of opinions and proposals by individuals or focal groups. It is easier in practice for the focal groups to work and consider the inclusion of all opinions and proposals brought together by the different actors.

The forms serve as sector guidelines for the implementation and monitoring process and are considered as living documents: their contents will be completed and continually improved upon. Arrangement by development field, not only impacts the unification of procedures and facilitates evaluation of strategy implementation, but also enables them to be considered as bridges between the reality and the planned strategic elements.

They will serve the implementation process just as they served the strategy development process.

**MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE
PUBLIC ADMINISTRATION**

DEVELOPMENT SECTOR

AIM

To strengthen and increase the capacities of the community in order to enable a quality governance and management of public services and businesses

OBJECTIVES

- 1 Modernization of approach of commune authorities to meet qualitatively the demands and economic development of the commune
- 2 Establishment of infrastructure for the acquirement of contemporary knowledge and for the development of community skills to deal with economic development demands in Zall Dardha region

PROJECTS

	IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR
1	1	200,000		
2	1	1,200,000		
3	1	300,000		
4	1	50,000		
5	2	400,000		
6	2	500,000		
7				
8				
9				

DEVELOPMENT SECTOR INDICATORS

INDICATOR	QUANTITY		UNIT	EXPLANATORY NOTES
	2006	2015		
1	10	15		
2	3			
3	40	60		
4	280	300		
5				
6	13			
7	9			
8				
9				
10				
11				
13				
14				

DEVELOPMENT MEASURING INDICATORS

INDICATOR	DENOMINATION	QUANTITY	UNIT
1			
2			
3			
4			
5			
6			

NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR

1	National Strategy of Economic and Social Development
2	Strategy for the development of the region
3	
4	

HEAD OF COMMUNE

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MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE						
AGRICULTURE						
DEVELOPMENT SECTOR						
AIM						
OBJECTIVES						
1	Capacity building	To strengthen the production, processing and services businesses by facilitating trade of the produce and to increase the income of local inhabitants				
2	Irrigation system infrastructure	Increase in agricultural production in accordance with increasing farming needs, traditional orchards and medicinal plants, aiming at a centralized and guaranteed trade				
PROJECTS						
			IMPLEMENTATION PERIOD	APPROX COST	IMPLE-MENTER	CONTRIBUTOR
1	Provision of training for farmers and agricultural engineers		2	100000		
2	Protection and maintenance of forestry resources of commune		2	0		
3	Installation of irrigation system for Zall Dardha Village		1	13,600,000		
4	Installation of irrigation system for Lugjei Village		2	13,600,000		
5	Installation of irrigation system for Menesh Village		3	2,500,000		
6	Installation of irrigation system for Lashkiza Village and Merskane		3	4,500,000		
7	Installation of irrigation system for Tartaj Gjuerre and Tartaj villages		3	4,500,000		
8	Construction of dams to prevent erosion in Topuzej		5	800,000		
9	Construction of drainage system for Rane Shatorre and Dervishaj (Lugjei)		2	1,500,000		
10	Construction of drainage system for Rane (Zall Dardha)		1	1,500,000		
DEVELOPMENT SECTOR INDICATORS						
	INDICATOR	QUANTITY	INDICATOR DENOMINATION		QUANTITY	UNIT
		2006	1			
1	Commune area	3,086	2			
2	Agricultural production area	781	3			
3	Orchards area	6	4			
4	Vineyards area	2	5			
5	Pasturage area	1,010	6			
6	No. of micro-farms		7			
7	Annual vegetable production		8			
8	Annual fruit production		9			
9	No. of processing activities		NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR			
10	No. of pieces of agricultural machinery		1	National Strategy of Economic and Social Development		
11	No. of transport vehicles		2	County Development Strategy		
12			3			
13			4			
14						
15				HEAD OF COMMUNE		
16				NJAZI CANI		

**MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE
LIVESTOCK FARMING**

DEVELOPMENT SECTOR		LIVESTOCK FARMING						
OBJECTIVE		Increase in traditional animal products, mainly small livestock, facilitating concentrated processing						
PROGRAMS								
1	Building of organizational capacities							
2	Improvement of stock pedigree							
PROJECTS								
		IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR			
1	Provision of training in stock improvement	2	100,000					
2	Standard periodic vaccination of livestock	2	700,000					
3	Construction of dairy for farm produce processing in Lashkiza	1	1,200,000					
4	Construction of artificial breeding centre	2	1,000,000					
5	Construction of dairy for farm produce processing in Zall Dardha	2	1,200,000					
DEVELOPMENT SECTOR INDICATORS								
INDICATOR	QUANTITY		UNIT	EXPLANATORY NOTES	INDICATOR DENOMINATION	QUANTITY	UNIT	
	2006	2015						
1	Commune area	3,086	?	ha	Influenced by proposed reservoir			
2	Fodder production area	280	360	ha	Influenced by proposed reservoir			
3	Pasturage area	1,010	1,010	ha				
4	No. of small livestock	3,000	6,000					
5	No. of cattle	200	500					
6	No. of poultry	2,000	5,000					
7	No. of micro-farms	30	60					
8	Annual honey production	15	60	Kv				
9	Annual fish production	0	15	Kv				
10	Annual vegetable production	400	1,000	Kv				
11	Annual fruit production	500	1,500	Kv				
12	No. of processing activities	0	3					
13	No. of stockbreeders	40	40					
14								
15								
16								
NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR								
1	National Strategy of Economic and Social Development							
2	County Development Strategy							
3								
4								
HEAD OF COMMUNE						NIAZI CANI		

MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE						
DEVELOPMENT SECTOR	ROAD INFRASTRUCTURE					
OBJECTIVE	Improvement of road infrastructure in Zall Dardha commune to standards required by businesses and the community					
PROGRAMS						
1	Improvement of the national road that connects Zall Dardha Commune with the city of Peshkopi					
2	Improvement of condition of rural roads connecting the villages and neighbourhoods by reconstructing or building roads					
3	Improvement of infrastructure connecting Zall Dardha commune with Fush Çidhen commune, and thus creating an alternative route to Peshkopi					
	PROJECTS	IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR	
1	Asphalting of road from Arras to Zall Dardha	5				
2	Construction of road from Zall Dardha to Lace	2	1,500,000			
3	Asphalting of Fush Çidhen, Drini Bridge, Zall Dardha road	5				
4	Asphalting of Shënleshen to Zall Dardha road	5				
5	Construction of Shatore to Lugiej road	1	7,500,000			
6	Construction of road from Lashkiza to Tartaj and Menesh	1	12,000,000			
7	Construction of Nezhaj to Menesh road	3	7,000,000			
8	Construction of Lashkiza to Prot road	4	7,000,000			
9	Construction of road between Perroi i Brokes, Nezhaj and Mustafaj	1	10,000,000			
10	Construction of Qa to Prat to Lan Lura road	5	4,500,000			
11	Construction of Sorice to Shënleshen road	2	10,000,000			
12	Construction of Sorice to Qa road	5	5,000,000			
13	Construction of Monros to Krashe road in Sorice village	5	6,000,000			
14	Construction of Tartaj to Prate road	5	4,000,000			
15	Construction of bridge connecting Shënleshen with Kalise commune	5	6,500,000			
16	Construction of Lashkiza to Sorice road	3	5,000,000			
DEVELOPMENT SECTOR INDICATORS						
INDICATOR						
1	Total rural roads	1				
2	Reconstructed rural roads	2				
3	Un-reconstructed rural roads	3				
4	Length of national road linking commune to nearest city	4				
5	Internal roads	5				
6	Journey time from nearest city to commune	6				
7		7				
8		8				
9		9				
NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR						
10		1				
11		2				
14		3				
15						
18						
19						
HEAD OF COMMUNE NJAZI CANI						

**MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE
WATER AND ELECTRICITY SUPPLY**

DEVELOPMENT SECTOR		PROJECTS					
OBJECTIVE	Supplying of whole commune with potable water and with electricity						
PROGRAMS							
1	Potable water supply network						
2	Electricity supply network						
DEVELOPMENT SECTOR		IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR		
1	Installation of water supply system in Lashkiza Village	1	11,600,000				
2	Installation of water supply system in Lugjej Village with use of local source	2	7,500,000				
3	Installation of water supply system in Sorrice Village with use of local source	3	1,500,000				
4	Installation of water supply system in Nezhaj Village with use of local source	3	1,500,000				
5	Installation of water supply system in Menesh Village with use of local source	4	1,000,000				
6	Installation of water supply system in Shenleshen Village with use of local source	4	500,000				
7	Installation of water supply system in Tartaj Village with use of local source	5					
8	Reconstruction of sub-station and electricity network in Tartaj Village	5					
9	Reconstruction of two sub-stations and electricity network in Lashkiza Village	5					
10	Reconstruction of sub-station and electricity network in Sorrice Village	5					
11	Reconstruction of sub-station and electricity network in Nezhaj Village	5					
12	Reconstruction of sub-station and electricity network in Shenleshen Village	5					
DEVELOPMENT SECTOR INDICATORS		DEVELOPMENT MEASURING INDICATORS					
INDICATOR	QUANTITY		EXPLANATORY NOTES	UNIT	INDICATOR DENOMINATION	QUANTITY	UNIT
	2006	2015					
1	No. of water supplies	0	7	pieces		1	
2	Daily hours of drinking water supply	0	24	hour/day		2	
3	Houses with access to water supply network	0	100	%		3	
4	Drinking water consumption		120	l/day/person		4	
5	Drinking water fee					5	
6	No. of electricity cabins	9	9	pieces		6	
7	Average consumption			kWh/person		7	
8	No. hours electricity per day	8	24	hour/day		8	
9	Electricity payment level	85	100	%		9	
10	Consumption for public lighting	0	300	kWh			
11	Total electricity consumption						
12							
13							
14							
15							
16							
					NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR		
					1	National Strategy of Economic and Social Development	
					2	County Development Strategy	
					3		
					4		
					HEAD OF COMMUNE NJAZI CANI		

MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE									
DEVELOPMENT SECTOR		EDUCATION AND PROFESSIONAL DEVELOPMENT							
OBJECTIVE	Establishment of infrastructure for acquirement of contemporary knowledge and development of community skills to deal with economic development demands in Zall Dardha region								
PROGRAMS									
1	Building of physical infrastructure for education								
2	Building of capacities of labour force								
3	Provision of contemporary know how								
PROJECTS		IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR				
1	Construction of elementary school in Tartaj	3	5,000,000						
2	Construction of elementary school in Meshkane Lashkiza	4	3,000,000						
3	Reconstruction of school in Lashkiza	5	7,000,000						
4	Reconstruction of third floor of secondary school								
5	Construction of cultural centre in Zall Dardha	1	4,000,000						
6	Organizing a qualifying course for farmers	2	100,000						
7	Establishment of Professional Development Unit in commune	1	50,000						
8	Organizing a qualification course for farmers with main subjects agriculture and fruit cultivation	2	100,000						
9	Organizing a qualification course for beekeepers and medicinal herb growers	2	100,000						
10	Establishment of literary and scientific library for the secondary school	1	500,000						
11	Conducting of study into organization of pre-school education	2	30,000						
DEVELOPMENT SECTOR INDICATORS		DEVELOPMENT MEASURING INDICATORS							
INDICATOR	QUANTITY		UNIT	EXPLANATORY NOTES	INDICATOR DENOMINATION	QUANTITY	UNIT		
	2006	2015						1	
1	Number of schools	5	6						
2	Number of pupils up to 8th grade	276							
3	Number of pupils not attending school	10	0						
4	Number of students following university education	2	12						
5	Number of pupils per class	30	25						
6	Number of teachers	23	27						
7									
8									
9									
10									
11									
13									
14									
15									
16									
17									
NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR									
1 National Strategy of Economic and Social Development									
2 County Development Strategy									
3									
4									
HEAD OF COMMUNE									
NJAZI CANI									

MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE									
HEALTH SYSTEM									
DEVELOPMENT SECTOR									
OBJECTIVE									
Provision of a normal primary health service for all commune residents									
PROGRAMS									
1 Building of physical infrastructure for health system									
2 Building of capacities of health personnel									
3 Raising health awareness of community									
PROJECTS									
				IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER			CONTRIBUTOR
1	Construction of sewage system in Zall Dardha Village			2					
2	Provision of ambulance for Health Centre			1					
3	Provision of refrigerators for safeguarding vaccines in clinics			1					
5	Construction of health centre in Tartaj Village			3					
6	Construction of health centre in Nezhaj Village			4	1,000,000				
7	Training of medical staff			1	1,000,000				
8	Production of leaflets to inform the local community about the health issues			5					
9	Construction of health centre in Lugjeji Village			2	1,000,000				
DEVELOPMENT SECTOR INDICATORS									
INDICATOR	QUANTITY	QUANTITY		UNIT	EXPLANATORY NOTES	DEVELOPMENT MEASURING INDICATORS			
		2006	2015						
1	Number of health personnel	7	10	people		1			
2	Number of doctors	1	3	people		2			
3	Number of clinics	0	5	people		3			
4	Number of health centres	1	1	people		4			
5	Births	20	150	/000 inhabitants		5			
6	People with chronic disease	50		people		6			
7						7			
8						8			
9						9			
NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR									
10						1			
11						2			
13						3			
14						4			
15									
16									
17									

HEAD OF COMMUNE
NJAZI CANI

MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE									
DEVELOPMENT SECTOR		BUSINESS (TRADING, PRODUCTION, HANDCRAFT)							
OBJECTIVE		Increase in number of small processing businesses with production sources in the commune, enabling the augmentation of these products in the market							
PROGRAMS									
1	Setting up of new businesses								
2	Compilation of studies								
3	Building of organisational capacities								
		PROJECTS			APPROX. COST	IMPLEMENTER	CONTRIBUTOR		
1	Carrying out of research into potential of cultivation and processing of sage for export	1			100,000				
2	Establishment of Medicinal Herb Collectors' Association	1			50,000				
3	Conducting a study for possibility of gathering, cultivation and processing of hazelnut	2			100,000				
4	Setting up of structure for planning production for market at commune level (INGEK)	1			200,000				
5	Conducting a study for increase in traditional fruit production in accordance with market demand	2			100,000				
6	Establishment of Livestock Farmers' Association	1			50,000				
7	Establishment of Agriculture Farmers' Association	1			50,000				
8	Provision of training course in eco-tourism and mountain family tourism	2			100,000				
9	Conducting a financial management course for small farms	3			100,000				
10	Encouragement for setting up businesses lacking in the commune	2			50,000				
11	Support for favourable loan policies	2			50,000				
12									
13									
DEVELOPMENT SECTOR INDICATORS									
INDICATOR	QUANTITY		UNIT	EXPLANATORY NOTES	DEVELOPMENT MEASURING INDICATORS				
	2006	2015			INDICATOR DENOMINATION	QUANTITY	UNIT		
1	No. of registered businesses	6	20	units	1				
2	No. of small businesses	6	20	units	2				
3	No. of agriculture businesses	0	10	units	3				
4	No. of livestock businesses	10	40	units	4				
5	No. of processing businesses	1	8	units	5				
6	No. of handicraft businesses	0	2	units	6				
7	Production of sage	4	10	Kv	7				
8	Hazelnut production	20	50	Kv	8				
9	Fruit production	500	1,500	Kv	9				
10	Honey production	15	60	Kv					
11									
13									
14									
15									
16									
17									
NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR									
1	National Strategy of Economic and Social Development								
2	County Development Strategy								
3									
4									
HEAD OF COMMUNE									
NJAZI CANI									

**MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE
TRANSPORT & TELECOMMUNICATIONS**

Provision of quality communications infrastructure for residents, offering better quality of life and conditions for education

DEVELOPMENT SECTOR	OBJECTIVE	PROGRAMS
1	Organization of transport service	
2	Broad communications infrastructure	
3		

PROJECTS			IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR
1	Organizing of transport with vehicle owners in commune		3			
2	Provision of daily transport for school children		2			
3	Design and setting up of cable phone connection with national network, and functioning of the postal service		1			
4	Installation of mast to enable the viewing of public TV channels		4			
5						

DEVELOPMENT SECTOR INDICATORS						
INDICATOR	QUANTITY		UNIT	EXPLANATORY NOTES	INDICATOR DENOMINATION	QUANTITY UNIT
	2006	2015				
1	Number of public transport minibuses	6	20			
2	Number of people using mobile phones with subscription	0	500			
3						
4						
5						
6						
7						
8						
9						

NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR			
1	National Strategy of Economic and Social Development		
2	County Development Strategy		
3			
4			

**HEAD OF COMMUNE
NJAZI CANI**

MID-TERM DEVELOPMENT STRATEGY FOR ZALL DARDHA COMMUNE									
DEVELOPMENT SECTOR		TOURISM							
OBJECTIVE	Development of eco-tourism and mountain tourism in commune by prioritizing family tourism								
PROGRAMS									
1	Compilation of studies								
2	Capacity building								
3									
PROJECTS		IMPLEMENTATION PERIOD	APPROX. COST	IMPLEMENTER	CONTRIBUTOR				
1	Conducting a study to identify possibilities for developing mountain tourism in Qa Village	3							
2	Conducting a study to identify possibilities for development of tourism	3							
3	Provision of training course in eco-tourism and mountain family tourism	3							
4	Conducting a study for the setting up of hunting parks and stimulating raising of wild poultry	4							
5									
6									
DEVELOPMENT SECTOR INDICATOR									
INDICATOR	QUANTITY		UNIT	EXPLANATORY NOTES	DEVELOPMENT MEASURING INDICATORS				
	2006	2015			INDICATOR DENOMINATION	QUANTITY	UNIT		
1	No. of hotels				1				
2	No. of beds in the hotels				2				
3	No. of restaurants				3				
4	No. of historical-cultural sites	0	1		4				
5	No. of visitors in the past year	0	400		5				
6	No. of beds for family tourism				6				
7	What attracts tourists most?				7				
8	Income from hotel taxes				8				
9	Average price per hotel bed				9				
10	No. of health centres				NATIONAL OR REGIONAL SECTORIAL STRATEGIES AND PLANS AFFECTING THIS DEVELOPMENT SECTOR				
11	No. of pharmacies				1				National Strategy of Economic and Social Development
12	No. of penal acts in past year				2				County Development Strategy
13	No. of souvenir shops				3				National Tourism Strategy
14	No. of handicraft activities	0	3		4				
15	Characteristic products of the region				HEAD OF COMMUNE NJAZI CANI				
16									

XII. Project fiches

Project fiches are a very helpful tool in strategic planning. They enable all actors involved in project implementation to easily understand a planned project. Fiches summarise a project's importance, the proposed participants and target groups, benefits and phases towards implementation, providing information for the local decision-makers, central authorities or financial institutions and other donors during project implementation. In essence the fiches pool the core information. Practically, these forms can be used to attract the interest of other potential actors during the implementation process.

Project Title Improved finance and bookkeeping in commune administration by introduction of ALFA accounting software	Code G1.O1.P1.Pr1	Objective: Modernization of commune authorities to meet qualitatively the demands and economic development of the commune
Short project description: This project consists in the application of the ALFA system in the administration's bookkeeping. It will enable digitalization of the accounts. For realization of this project, the following steps will be followed: 1. Develop market research in order to enable the selection of local companies offering different services and establish the limit of funds 2. Determine job positions for the programme implementation, as well as individuals that will receive training, and systematization of existing financial data 3. Develop procurement procedures for provision of services, such as installation, training and application of ALFA software in the Commune administration network 4. Install software and copy existing data from the database, through assistance of the winning company 5. Train administration employees and two other employees outside the commune administration in use of the software 6. Contract annually for software maintenance This software will facilitate financial and bookkeeping procedures, including the economic balance of the commune, and will also help in planning and implementing of the income plans. Through the use of this software it will be possible to produce accurate documents and materials of contemporary financial fields in a short time and according to contemporary standards.		
Outcomes: Administration employees skilled Financial database established Financial documents produced within a short time Contemporary quality of documents and precise communication with institutions		
Potential actors: Commune authorities Administration's finance employees Winning company for project implementation		
Preliminary conditions: Market research Approval of adequate funds Selection of employees to be trained in use of the software Provision of computers with necessary parameters		
Estimated expenditures: For installation of the programme in two job positions and network setup For in-service training of four employees For one-year maintenance contract beyond guarantee <p style="text-align: right;">TOTAL:</p>		
Implementation period: During year 2008	Outcome period: Last four months of year 2008	

Project Title	Code G1.01.P1.Pr2	Objective:
Training of commune employees and advisers		Modernization of commune authorities to meet qualitatively the demands and economic development of the commune
Short project description:		
Through this project training of the administration advisers and employees will be carried out in order to meet contemporary requirements. For realization of this project, the following steps will be followed:		
<ol style="list-style-type: none"> 1. Indicate training needs in cooperation with the Albanian Association of Communes (AAC), Dibra district, SNV, etc. 2. Indicate potentials of AAC, Dibra district, SNV, etc to support the training according the identified themes 3. Analyze financial capacities to provide the necessary trainings, which cannot be provided by partner institutions 4. Design graphic of training according to subjects and plan participation 5. Carry out training and archive training materials as well as the respective report and eventual proposals 		
Outcomes:		Beneficiary:
Administration employees and advisers professionally developed Contemporary standards in all-fields administration attained Community satisfaction level regarding services offered by the commune increased		Commune administration Community
Potential actors:		Potential contributions in the project:
Commune authorities Administration employees AAC, District, SNV, etc.		Commune Potential local and foreign donors Local authority institutions
Preliminary conditions:		Risk factors:
Research on needs and opportunities Approval of adequate funds Design of training graphics		Lack of opportunities for carrying out trainings Negligence of local administration employees
Estimated expenditures:		
Per-diems, accommodation and transport For training participation		() lekë () lekë
	TOTAL:	
Implementation period:	2008–2010	Outcome period:
		After each training

Project Title Installation of equipment for Commune staff and training for them in how to use it	Code G1.01.P1.Pr3 Objective: Modernization of commune authorities to meet qualitatively the demands and economic development of the commune
Short project description: Through this project provision of adequate working conditions for administration employees will be achieved. For realization of this project, the following steps will be followed: 1. Identify needs for office equipment in every office and job position 2. Undertake market research for calculating the necessary fund for the project implementation 3. Analyze financial opportunities and provide adequate funds 4. Develop procurement procedures to purchase and install the equipment 5. Install equipment in the foreseen positions During the search for essentials, the perspective of possible developments in the commune will also be considered, in order to precede the short-term necessities.	
Outcomes: Adequate conditions for the administration employees provided	Beneficiary: Commune administration Community
Potential actors: Commune authorities Administration employees Winning company for the project implementation	Potential contributions in the project: Commune Potential donors
Preliminary conditions: Needs and market research on necessary equipment Approval of adequate funds	Risk factors: Insufficient funds to implement the project Negligence of local administration employees
Estimated expenditures: For office furniture For electronic devices TOTAL:	 () lekë () lekë Outcome period:
Implementation period: During year 2008	End of year 2008

Project Title	Code G1.O2.P1.Pr10,11	Objective:
10. Reconstruction of third floor of secondary school 11. Building of cultural centre in Zall Dardha		Establishment of infrastructure for acquirement of contemporary knowledge and development of community skills to deal with economic development demands in Zall Dardha region
Short project description:		
<p>This project will enable the establishment of a centre for the resurgence of the cultural-artistic life in the commune. Since the commune community has a long tradition in such activities, the resurgence is expected to be considerable. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. Preparation of project and estimate for the reconstruction of the third floor of the secondary school and necessary equipment for the planned environments 2. Carry out procurement procedures for the reconstruction, as well as for the necessary equipment 3. Establishment of the managing commission of the Cultural Centre, comprising members from the Commune, the School Board and Artistic Community 4. Preparation of regulation and graphic for the exploitation and maintenance of the Cultural Centre 5. Preparation of artistic programme for the inauguration and promotion of the Cultural Centre 		
Outcomes:		
<p>Currently lacking environments for the artistic-cultural activities provided Opportunities for community entertainment created Community satisfaction level regarding services offered by the commune increased Commune promotion opportunities through cultural activities created</p>		
Potential actors:		
<p>Commune authorities Educational Directorate and School Board Winning company in bidding process</p>		
Preliminary conditions:		
<p>Preparation of project and estimate Approval of adequate funds Obtainment of authorization for the reconstruction process</p>		
Estimated expenditures:		
<p>For reconstruction of the third floor () lekë For purchase of necessary equipment () lekë</p> <p style="text-align: right;">TOTAL:</p>		
Implementation period:		Outcome period:
2008–2009		2009

Project Title Establishment of Professional Development Unit in the commune	Code G1.02.P2.Pr13 Objective: Establishment of infrastructure for acquirement of contemporary knowledge and development of community skills to deal with economic development demands in Zall Dardha region
Short project description: This project will enable the institutionalization of a Professional Development Unit. For realization of this project, the following steps will be followed: 1. In collaboration with the leaders of the secondary school exploitation of an environment to hold various courses without interfering with the usual learning process will be agreed upon. 2. The Head of commune assigns a group from the administration, which will constitute the Professional Development Unit. This Unit will operate part-time and will identify necessary courses for the community, and in cooperation with the commune authorities and other institutions, will facilitate the procedures for the procurement of the course lecturers. 3. The number of participants in these courses will be decided upon in consultation with the selected lecturers. 4. The subject course graphics will be published prominently in every village, in the commune building and in the secondary school building. 5. The Professional Development Unit will archive the utilized materials and will prepare a short report with the necessary information. 6. The course graphics will be periodically updated and will be approved by the Head of Commune.	
Outcomes: Administration employees and advisers professionally developed Contemporary standards in all fields of administration attained Community satisfaction level regarding services offered by the commune increased	Beneficiary: Commune administration Community
Potential actors: Commune authorities Administration employees ShKSh, District, SNV, etc.	Potential contributions in the project: Commune Potential local and foreign donors Central authority institutions
Preliminary conditions: Research in needs and opportunities Approval of adequate funds Design of training development graphic	Risk factors: Lack of opportunities for caring out trainings Negligence of local administration employees
Estimated expenditures: Per-diem, accommodation and transport For training participation	() lekë () lekë TOTAL:
Implementation period: 2008-2010	Outcome period: After each training

<p>Project Title Establishment of literary and scientific library for the secondary school</p>	<p>Code G1.02.P3.Pr16 Objective: Establishment of infrastructure for acquirement of contemporary knowledge and development of community skills to deal with economic development demands in Zall Dardha region</p>
<p>Short project description: The realization of this project will provide a resource for increasing the knowledge of students and local adults who want to develop and improve their cultural or professional level. The library will facilitate the updating of interested people with the latest news. The library will be arranged with two sections, one for the artistic books and the other for professional literature. The staff managing the library will be trained to facilitate the obtaining of the latest news and the relevant materials. 1. Provision of adequate environment; 2. Furnishing of environment with necessary equipment; 3. Setting up of a working group to identify possibilities and necessities of the library; 4. Identify list of books, which can be provided by institutions free of charge; 5. Arrange collaboration agreement with the library in Peshkopi 6. Prepare regulation of library operation, including management methods; 7. Prepare expenses estimate and application for provision of necessary funds 8. Manage expenses in accordance with legal procedures; 9. Inaugurate and promote library.</p>	
<p>Outcomes: School children will have the opportunity to exploit library resources Adults will have the opportunity to exploit the library resources Chances for spending free time in a cultured manner provided Knowledge of library users increased</p>	<p>Beneficiary: Commune administration Community Institutions related to the commune</p>
<p>Potential actors: Commune and secondary school leaders Identified donors Central and local authority institutions</p>	<p>Potential contributions in the project: Commune Potential donors Central and local authority institutions</p>
<p>Preliminary conditions: Research of needs and possibilities Approval of adequate funds Identify list of books, which can be provided by institutions free of charge Prepare regulation of library operations and management methods</p>	<p>Risk factors: Insufficient funds to implement the project Negligence of local administration and school employees</p>
<p>Estimated expenditures: For adaptation and completion of the environment For an initial stock of books</p> <p style="text-align: right;">TOTAL:</p>	<p>() lekë () lekë</p>
<p>Implementation period: During 2008–2009</p>	<p>Outcome period: After 2009</p>

Project Title Provision of ambulance for Health Centre	Code G2.O1.P1.Pr19	Objective: Provision of a normal primary health service for all commune residents
Short project description: Through this project an ambulance will be provided for the community, helping to solve the problem of linking the primary health centre to a hospital and improving the first-aid service in the event of insufficient capability of the health centre. For realization of this project, the following steps will be followed: <ol style="list-style-type: none"> 1. Market research, in order to estimate the funds required for purchase of an ambulance with predetermined parameters 2. Analysis of financial capacities and provision of adequate funds for purchase of the ambulance, salary for the driver(s), fuel and servicing 3. Carrying out of procurement procedures for purchase of the ambulance 4. Selection and assignment of driver(s) 5. Installation of equipment in designated places 6. Design of graphic for ambulance operation Opportunities for cooperation with nearby communes will be considered, including the size of contributions and service provision.		
Outcomes: Level of first-aid service improved Commune satisfaction level increased More effective cooperation with other health service institutions achieved		
Potential actors: Commune authorities Central health institutions Health service staff		
Preliminary conditions: Market research for ambulance with required parameters Approval of adequate funds		
Estimated expenditures: For purchase of an ambulance For remuneration, fuel, servicing (for one year)		
Implementation period: During year 2008		
Outcome period: End of year 2008		

Project Title	Code G2.O1.P1.Pr20	Objective:
Provision of refrigerators for safeguarding vaccines in clinics		Provision of a normal primary health service for all commune residents
Short project description:		
<p>This project consists in the provision of vaccine refrigerators in the main health centre and the clinic in each village. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. Market research for estimation of funds required for purchase of the refrigerators with predetermined parameters 2. Analysis of financial capacities and provision of adequate fund for purchase of refrigerators 3. Carrying out of procurement procedures for purchase of the refrigerators 4. Installation of refrigerators in pre-determined places 		
Outcomes:		Beneficiary:
Vaccine shelf life safeguarded		Community
Community satisfaction level increased		Health service staff
Time schedule for vaccinations		Commune authorities
Potential actors:		Potential contributions in the project:
Commune authorities		Commune
Central health institutions		Potential donors
Health centre staff		Central health institutions
Preliminary conditions:		Risk factors:
Market research on refrigerators with parameters that meet actual needs		Insufficient funds to implement the project
Approval of adequate funds		Negligence of local administration and health centre employees
Estimated expenditures:		
Purchase of 10 refrigerators		() lekè
Transport, installation and adaptation expenses		() lekè
TOTAL:		
Implementation period:	During year 2008	Outcome period:
		End of year 2008

Project Title Training of medical staff	Code G2.O1.P2.Pr24	Objective: Provision of a normal primary health service for all commune residents
Short project description: Through this project training of medical staff in the primary health service will be carried out, in order to meet contemporary needs. For realization of this project, the following steps will be followed: <ol style="list-style-type: none"> 1. Identification of training needs in cooperation with health service institutions 2. Identification of capacities in health service institutions to provide training according to identified themes 3. Analysis of financial capacities for provision of necessary training that cannot be provided by the partner institutions 4. Design of a training graphic according to theme and plan participation 5. Carrying out of training and archiving of training materials, including report and subsequent proposals The perspective of potential developments in the commune will be taken into consideration during the research of needs, in order to pre-empt short-term needs.		
Outcomes: Level of primary health service employee skills increased Contemporary standards of health service reached Community satisfaction level regarding services offered to commune increased	Beneficiary: Commune primary health service staff Community	
Potential actors: Commune health centre executives Health service institutions	Potential contributions in the project: Health service institutions Commune health centre executives Specialist donors	
Preliminary conditions: Research into needs and capacities Approval of adequate funds Design of training graphic	Risk factors: Lack of opportunities for carrying out training Negligence of local administration employees	
Estimated expenditures: Per diems, accommodation and transport For training participation	() lekë () lekë	
TOTAL:		
Implementation period: 2008–2010	Outcome period: After each training	

Project Title	Code G2.O2.P2.Pr28	Objective:
Design and setting up of cable phone connection with national network, and functioning of the postal service		Provision of quality communications infrastructure for residents, offering better quality of life and conditions for education
Short project description:		
Through this project it will be possible to connect the commune with the national landline telephone network. The project will be divided into phases where, besides a cable connection with the national network, a switchboard will be established with adequate capacities for all customers in each village, along with an appropriate network, and the functioning of the postal service in collaboration with the main directorate. More specifically the following will be undertaken: <u>Project-study phase:</u>		
1. Design and estimate of works including laying the cable, construction of central building, delivery of network and post office		
2. Study, design and preparation of estimate for equipment of the switchboard, phone network and post office		
3. Project study and estimates and cooperate with potential partners to establish implementation phases and contributions of the project participants		
<u>Building phase:</u>		
Carrying out of procurement procedures for building and installation. Carrying out of project approved by the competent authorities		
<u>Operation phase:</u>		
Putting the phone network and postal service into operation, according to a prearranged agreement with projects participants.		
Outcomes:		Beneficiary:
Landline service provided and available for commune's clients		Community
Normal communication between institutions created		Educational Directorate and school board
Various services available for the community through post office		Commune
Internet access based on actual needs provided		
Potential actors:		Potential contributions in the project:
Commune authorities		Commune
General Post Office Directorate		Potential local and foreign donors
Ministry of Public Works, Transport and Telecommunications		Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research		Insufficient funds provided
Approval of adequate funds based on agreement with project partners		Lack of agreements between the main actors
Provision of respective authorizations concerning project implementation		Weak management and coordination among project participants
Estimated expenditures:		
For project study phase		() lekë
For building phase		() lekë
For operations phase (for one year)		() lekë
TOTAL:		
Implementation period:	2008–2010	Outcome period:
		2010

Project Title	Code G2.03.P1.Pr34	Objective:
Construction of road to Dervishej, Xhoxhaj Lugjej quarter		
Short project description:		
<p>This project will design and build a road linking the Xhoxhaj quarter with the centre of Zall Dardha commune. This road is considered to be essential. The road has the following approximate characteristics:</p> <p>Length 15 km; breadth 5 m; canals 1,400 m; cross ditches 42 m; bridge 1 (4 m in length); dams 10 m.</p> <p>The road foundation will consist of hard core (90%) and stone (10%). Approximately 280 m³ of stone will be laid.</p>		
Outcomes:		Beneficiary:
<p>Rapid and reliable communication with commune centre</p> <p>Economic activities encouraged and facilitated</p> <p>Services offered in centre of commune broadly expanded</p> <p>Transport for school children faster and less expensive</p>		
Potential actors:		Potential contributions in the project:
Commune authorities		Commune
Dibra district		Dibra district
General Roads Directorate		Local and foreign donors
Ministry of Public Works, Transport and Telecommunication		Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research		Insufficient funds provided
Approval of adequate funds based on agreement with project partners		Lack of agreements between cooperating institutions
Provision of respective authorizations concerning project implementation		Weak management and coordination among project participants
Estimated expenditures:		
For the project-study phase		(200,000) lekë
For the building phase		(5,000,000) lekë
		TOTAL: 5,200,000 lekë
Implementation period:	2008–2010	Outcome period:
		2010

Project Title	Code G2.O3.P1.Pr36	Objective:
Construction of road from Lashkiza to Tartaj and Menesh		Improvement of road infrastructure in Zall Dardha commune to standards required by businesses and the community
Short project description:		
<p>This project will design and build a road linking three villages with the centre of Zall Dardha commune. This road is considered to be essential. The road has the following approximate characteristics: Length 5 km; breadth 5 m; canals 400 m; cross ditches 150 m; bridge 2 (total 8 m in length); dams 50 m. The road foundation will consist of hard core (60%) and rock (40%). Approximately 9,000 m³ of stone will be laid.</p>		
Outcomes:		Beneficiary:
Rapid and reliable communication with commune centre Economic activities encouraged and facilitated Services offered in centre of commune broadly expanded Transport for school children faster and less expensive		Village communities Business community Commune administration
Potential actors:		Potential contributions in the project:
Commune authorities Dibra district General Roads Directorate Ministry of Public Works, Transport and Telecommunication		Commune Dibra district Local and foreign donors Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation		Insufficient funds provided Lack of agreements between cooperating institutions Weak management and coordination among project participants
Estimated expenditures:		
For project study phase For building phase		(300,000) lekë (1,200,000) lekë TOTAL: 1,500,000 lekë
Implementation period:	2008–2010	Outcome period:
		2010

Project Title	Code G2.O3.P1.Pr39	Objective:
Construction of road between Perroi i Brokes, Nezhaj and Mustafaj		Improvement of road infrastructure in Zall Dardha commune to standards required by businesses and the community
Short project description:		
<p>This project will design and build a road linking Nezhaj village with the centre of Zall Dardha commune. This road is considered to be essential because of the connection to the neighbouring village of Arras through Mustafaj village.</p> <p>The road has the following approximate characteristics:</p> <p>Length 5 km; breadth 5 m; canals 4,300 m; cross ditches 120 m; bridge 1 (4 m in length); dams 20 m.</p> <p>The road foundation will consist of hard core (90%) and stone (10%). Approximately 800 m³ of stone will be laid.</p>		
Outcomes:		Beneficiary:
Rapid and reliable communication with commune centre Economic activities encouraged and facilitated Services offered in centre of commune broadly expanded Transport for school children faster and less expensive		Village communities Business community Commune administration
Potential actors:		Potential contributions in the project:
Commune authorities Dibra district General Roads Directorate Ministry of Public Works, Transport and Telecommunication		Commune Dibra district Local and foreign donors Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation		Insufficient funds provided Lack of agreements between cooperating institutions Weak management and coordination among project participants
Estimated expenditures:		
For project-study phase For building phase		(460,000) lekë (10,000,000) lekë TOTAL: 10,460,000 lekë
Implementation period:	2008-2010	Outcome period:
		2010

Project Title	Code G2.O4.P1.Pr48	Objective:
Installation of water supply system in Lashkiza village		Supplying of whole commune with potable water and with electricity
Short project description:		
<p>This project comprises the design and construction of a water supply system in the Merskan quarter of Lashkiza village. It will also provide Zall Dardha village with drinking water. The spring of Ujët e Lashkizës will be exploited, and is estimated to have an average flow of __m³/sec. The water-supply system will be self-flowing. There will be a deposit with a capacity of 50 m³.</p> <p>For the construction of this water-supply system the following steps will be followed:</p> <ol style="list-style-type: none"> 1. Research into possibilities and capacities of the collection and delivery network 2. Implementation of a full technical project and preparation of estimates for construction, and installation of necessary machinery and equipment 3. Research into opportunities of financing for this project sought with other potential actors, such as central authority institutions, the District or various donors 4. Signing of agreement between commune authorities and other participants identified as project participants 5. Approval of respective authorizations for construction of work 6. Performing of legal procurement procedures for project implementation 7. Definition of form and organizational structures for management of the work 		
Outcomes:		Beneficiary:
Community of 841 residents supplied with water Existing and perspective economic activities facilitated Satisfaction and trust of residents in governing organs increased		Village communities Business community Commune administration
Potential actors:		Potential contributions in the project:
Commune authorities Dibra district General Roads' Directorate Ministry of Public Works, Transport and Telecommunications		Commune Dibra district Potential local and foreign donors Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research Approval of adequate funds based on the Agreement with the project partners Provision of respective authorizations concerning the project implementation		Insufficient funds provided Lack of agreements between cooperating institutions Weak management and coordination of project participants
Estimated expenditures:		
For the project-study phase For the building phase		(240,000) lekë (11,528,992) lekë TOTAL: 11,768,992 lekë
Implementation period:	2008–2010	Outcome period: 2010

Project Title Installation of irrigation system for Zall Dardha Village	Code G3.O1.P2.Pr62 Objective: Increase in agricultural production in accordance with increasing farming needs, traditional orchards and medicinal plants, aiming at a centralized and guaranteed trade
Short project description: Through this project the irrigation of agricultural land in Zall Dardha village not currently irrigated will be possible, increasing productivity. The water will be collected by the Lashkiza and Seta streams. The length of the main ditches is approximately 6.8 km. The area to be watered by this irrigation system is expected to be approximately 400 ha. For realization of this project, the following steps will be followed: <ol style="list-style-type: none"> 1. Researching possibilities and needs of planned areas to be watered 2. Study into financing opportunities for project 3. Preparation of technical project for approval by competent organs 4. Formalization of possible agreements with project participants 5. Authorization approval for project implementation 6. Performing of legal procurement procedures for project implementation 7. Formalization of management and maintenance of the irrigation system 	
Outcomes: Planned area watered Productivity of irrigated lands increased Economic level of farmers benefiting from project increased Trust and satisfaction level of community, as well as economic level, increased	
Potential actors: Commune authorities Dibra district Potential investors Regional Agriculture Directorate Ministry of Agriculture and Food	
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation	
Estimated expenditures: For project-study phase For building phase TOTAL: 14,280,000 lekë	
Implementation period: 2008–2010	Outcome period: 2010

Project Title	Code G3.O3.P1.Pr75	Objective:
Building of dairy for processing of farming produce in Lashkiza		Increase in number of small processing businesses with production sources in the commune, enabling the augmentation of these products in the market
Short project description:		
<p>This project consists in the establishment of a unit for processing of farming products in Lashkiza village. There are currently three alternatives with various options: it could be private property and privately run; property of the commune and managed by it; or property of the commune and managed privately. Irrespective of the implementation, the need for preparation of a building and technological project that meets the regional farming requirements is indisputable. The project is planned to be divided into various phases as follows:</p> <p><u>Study and designing phase</u> 1. Establish a working group for researching potential alternatives regarding the proprietary and management form, based on the calculated capacity; 2. Prepare technical, building and technological project as well as the respective estimates; 3. Research financing opportunities according to the identified alternatives; 4. Determine the method and form of project implementation</p> <p><u>Building phase</u> 1. Approval of respective authorizations by the competent authorities; 2. Carrying out of procurement procedures for monitoring the building and implementation of the approved project by the competent authorities</p> <p><u>Operation phase</u> Making project operational according to the agreement prearranged with the participants.</p>		
Outcomes:		Beneficiary:
Centralized processing service of farming products provided Farming products as result of market provision increased Collaboration between farmers encouraged Opportunities for guaranteed market increased		Farming community Business community Commune
Potential actors:		Potential contributions in the project:
Commune authorities Farming farmers Interested central and local institutions		Commune Potential local and foreign donors Interested private farmers and investors Central and local authority institutions
Preliminary conditions:		Risk factors:
Carrying out research into alternatives, projects and estimates Provision of adequate funds based on agreement with project partners Provision of respective authorizations for project implementation		Insufficient funds provided Lack of agreements between main actors Weak management and coordination of project participants
Estimated expenditures:		
For project-study phase For building phase For operation phase (for one year)		() lekë () lekë () lekë
Implementation period:	2008–2010	Outcome period:
		2011
		TOTAL:

Project Title Carrying out of research into potential of cultivation and processing of sage for export	Code G3.O3.P2.Pr78 Objective: Increase in number of small processing businesses with production sources in the commune, enabling the augmentation of these products in the market
Short project description: This project will study the possibility of increasing and furthering exploitation of sage by the local community. There is usually sporadic collection and sale of this herb, but the activity could be more productive while opportunities for cultivation, collection and processing could be arranged. The project will study these opportunities and prepare guidelines for the implementation and method of development of related economic activities. It would act as a model for other medicinal plants with economic potential. For the realization of this project, the following steps will be followed: 1. Find possible financing for this study that comprises the following activities: a) Collection and analysis of existing statistic, scientific and marketing data, through establishing a working group; b) Preparation of a study based on the collected data, including a practical guide that is comprehensible to farmers; c) Publishing, promotion and delivery of booklets to those interested. 2. Identify interested persons and plan further activities on concrete terms that provide contribution of all actors 3. Approval from commune council of incentives and facilitation measures for the development of economic activities in the field of medicinal plants.	
Outcomes: Sage collection increased Authentic economic activities related to sage encouraged Economic level of farmers improved Trust and satisfaction of community increased and economic level improved	Beneficiary: Village communities Business community Commune administration
Potential actors: Commune authorities Dibra district Potential investors Regional Agriculture Directorate Ministry of Agriculture and Food	Potential contributions in the project: Commune Dibra district Potential local and foreign donors Central authority institutions
Preliminary conditions: Provision of adequate funds for carrying out all components Procurement and engagement of specialists to perform study Provision of cooperation with institutions that may help in project	Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Inadequate commitment of selected specialists Negligence of commune authorities
Estimated expenditures: For data collection phase For study phase For publication and promotion phase	() lekë () lekë () lekë TOTAL:
Implementation period: 2008–2009	Outcome period: 2009

Project Title	Code G3.O3.P3.Pr60,70,82	Objective:
60. Establishment of Agriculture Farmers' Association 70. Establishment of Livestock Farmers' Association 82. Establishment of Medicinal Herb Collectors' Association		Increase in number of small processing businesses with production sources in the commune, enabling the augmentation of these products in the market
Short project description:		
<p>This project will enable the institutionalization of cooperation between farmers with common interests. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. In collaboration with field specialists, the commune will prepare information material regarding the advantages for farmers' associations or groups with common interests, as well as their institutionalization in order to be an active factor in the economic and social life of the commune and beyond. 2. Delivery of information and organization of public meetings with the interested parties to explain facilitating methods that the commune will provide for special environments for periodical meetings, etc., as well as for assuring them that a united voice will be considered in the decisions of the local authorities 3. Assistance in the foundation and legalization of these associations based on free will and common interests, helping them in preparing a statute and a functional form of organization 4. Approval in the commune council of a fund for the support of these associations in the first phases of their activity, considering them as future partners. 		
Outcomes:		
<p>Level of cooperation among farmers with common interests increased Premises on increasing community participation in decision-making process provided Economic level of field businesses increased Indispensable partners provided for local governance</p>		
Potential actors:		
<p>Commune authorities and administration employees Farmers with common interests ShKSh, district, SNV, etc.</p>		
Preliminary conditions:		
<p>Preparation of information materials Selection of reliable, organisationally skilled individuals for assistance Community as well informed as possible</p>		
Estimated expenditures:		
<p>For information materials) lekë For organization of meetings () lekë For preparation and legalization of documents () lekë</p>		
TOTAL:		
Implementation period:	2008–2009	Outcome period:
		2009

Annex 1: Decision of Commune Council



REPUBLIC OF ALBANIA
ZALL DARDHA COMMUNE
Commune Council

No. 2 prot

Zall Dardha, January 24 2008

DECISION

No. 1, dated 24.01.2008

“On the Approval of the Strategic Development Plan”

The Council of Zall Dardha Commune assembled today, January 24, 2008, based on Law No. 8652, dated 31.07.2000, “On the Organization and Functioning of Local Government in Albania”, and in consideration of the draft mid-term strategy 2008–2015 of Zall Dardha Commune, which has been prepared by the working group and with a broad community participation in the development of this draft, has unanimously

DECIDED

1. To approve the Mid-Term Strategy, 2008–2015, of Zall Dardha Commune, as attached
2. To have the approved strategy translated and printed
3. This decision enters into force immediately

Chairman of Council

Hekuran Poleshi

(signature and seal)

Annex 2: Analysis of local business survey

Report on Local Business Enabling Environment Survey

A business attitude survey was carried out in three communes in the County (Qark) of Dibër during October 2007. The aim of the survey was to provide information to the planning commission of Ar-ras, Zall Dardha and Fushe Çidhën communes with respect to needs and perspectives of business for their future development, and for help in directing energy, effort and money towards increasing the local economic development of these very poor rural areas of Albania.

The questionnaire that was filled in by respondents from the three villages is based on the one used in 2003 for the DELTA (Developing Economies Locally through Techniques and Alliances) project in five cities (Berat, Durrës, Korça, Lezha and Shkodra) of Albania in 2003, with some slight modifications.

This survey was carried out in close collaboration with the head and staff of each commune and the staff of Dibër County Council. Mr Erind Kraja undertook the survey, which was analysed by Dr Iain Wilson.

Zall Dardhë

Analysis of businesses survey

General information

Samples (Q. 1)

Twenty-three businesses were surveyed and opinions were collected from the following interviewees: owner, 17 businesses (74%); general manager, two businesses (9%); and tenant farmer in four businesses (17%).

Type of business (Q. 2)

Nearly all (91%) of the businesses were farms. Six grew crops exclusively, five raised livestock, six undertook both types of farming, one grew crops and traded, one raised livestock and traded, two were traders exclusively and two provided services. Thus more than half of the businesses produced animal produce and more than half produced non-animal agricultural produce.

Ownership (Q. 3)

Seventeen (74%) of the businesses had one owner, while four farmed the land but claimed not to own the business, with two not answering the question.

Type of produce (Q. 4)

Seven farms specified they produced meat and milk, while two specified livestock. Two responded with agriculture, seven specified cereals, animal fodder or vegetables, or a combination of these, one produced corn, two beans and one grapes. Three specified trade, one did not answer this question and one specified ‘agriculture and livestock for own consumption’.

Length of time in operation (Q. 5)

The length of time that the businesses had been active ranged from three to seventeen years, with the average being ten years.

Marketplace (Q. 6)

Forty-four per cent of businesses sold 100 per cent of their produce locally, while others gave a figure ranging from 20 per cent to 50 per cent. Another three businesses sold all of their produce in the region, giving a total of 54 per cent doing so. Five businesses sold between 30 per cent and 50 per cent of their produce elsewhere within the country but none exported.

Number of employees (Q. 7)

All of the businesses, apart from the two that did not answer the question, had five employees or less; of these five employed one person, and six employed no one.

Views of business environment*Extension of activity (Q. 8)*

Nine businesses reported that they would extend their activity within the commune, one outside the commune, two reported simply they would extend it, while eleven (48%) said they did not plan to extend their activity. None had plans to export their produce outside of the country.

Difficulty in finding trained staff (Q. 9)

Nearly all (86%) respondents said they did not have difficulty in finding qualified staff.

Areas of staff training (Q. 10)

Despite the fact that most businesses did not have difficulty in finding adequately trained staff (Q. 9), most (74%) felt that their business would benefit from training in Marketing and Sales, 26 per cent in Management (which was also prioritised first by those that gave ranking), 17 per cent in Budgeting and thirteen per cent in Computer Skills. Two businesses desired training in Technical Skills and one specified Orchards.

Main source of competition (Q. 11)

Sixteen (70%) businesses reported they faced some competition: from imports (43%, including 9% specifying contraband, and 9% specifying Macedonia), from other bars or restaurants (17%), one business referred to ‘unfair competition’, and one put down ‘little funds’.

Benefit of businesses associations (Q. 12)

Most (78%) respondents felt that business associations could help develop businesses locally, with only four (all traders) thinking they could not.

Naming business associations (Q. 13)

Nine (39%) respondents named Natyrore PB as a local business association, one mentioned the Association of Water and Forests, two respondents said there were no business associations present locally, while most (48%) did not answer the question.

Future investments (Q. 14)

Fifteen (65%) respondents said they would make future investments. Of these five (33%) specified Orchards, four (27%) put down Irrigation, another 27 per cent specified Livestock, and one respondent specified Agriculture and one Milk Processing. One farmer also specified Vineyards.

Factors impeding business expansion (Q. 15)

All respondents listed (ranked) reasons preventing expansion of their business. The top issue was the poor level of road infrastructure (30%), infrastructure in general (26%) and irrigation (22%), followed by lack of trade and lack of funds (each 9%) and competition with Macedonia (4%).

The second main issue was shared between lack of electricity and of mechanisation in agriculture (26% each), lack of irrigation and of funds (13% each), lack of trade (9%), and of infrastructure, storage and state support (4% each).

The third most important issue mentioned was lack of drinking water (30%), followed by irrigation (17%), trade (13%), infrastructure (9%) and lack of funds, electricity, mechanisation and transport, and large distance to urban areas (4% each).

The fourth most important issue was lack of trade (22%), low economic level of the community (17%), lack of transport and irrigation (13% each), poor roads (9%), lack of funds, electricity and land, and large distance to urban centres (4% each).

The fifth most important issue was the large distance to urban areas (35%), lack of trade (13%), presence of competition (9%) and lack of storage facilities, loans and land (4% each).

Assessment of local institutions

Time spent on obtaining licence or permit (Q. 16)

There were only two responses to this question, with one person spending 20 days and the other, one day to obtain the permission.

Specific issues affecting business (Q. 17)

The three biggest problems for which businesses think local government can influence were the informal economy (74% saying it has a great impact), corruption (57%) and high costs (52%). Unfair competition had a serious affect on 22 per cent of businesses, while the other issues were felt by only one or two businesses.

Issues with some impact on many businesses included frequent rule changes (39%), unfair competition (35%), informal economy (22%) and inconsistent requirements (18%).

Other issues had no effect, or only some effect on a few businesses.

How Commune can help business (Q. 18)

Nearly all (83%) businesses though that the local government could improve the infrastructure, 48 per cent thought it could improve its tax policies, nine per cent thought it could provide information on business opportunities, with only one respondent thinking it could improve procedures related to business.

How often inspected by authorities (Q. 19)

One respondent thought no visits by local authorities were reasonable. For the following analysis no reason for a visit was given and no information provided on whether a fine or bribe had been paid.

Nine (39%) businesses had been visited once, and one business at least once, in the previous year by the local Directorate of Taxes and Fees. On six of these occasions the visit was reasonable. Six of the respondents thought such a visit does not apply.

Four (17%) businesses had been visited once, and one business at least once, in the previous year by the local Sanitary Inspection. Three of these visits were reasonable, including one response where a visit had not been made. Seven (30%) businesses thought such a visit does not apply.

Six (26%) businesses had been visited once, and one business at least once, in the previous year by Commune officials, with four of these businesses (67%) also visited by the local Directorate of Taxes and Fees (above).

No visits had been paid by the licensing authority, environmental authority, local government police or other officials. Eight (35%) respondents thought a visit by the licensing and environmental

authorities does not apply, seven of these thought a visit by the local police does not apply and one of them though any other official visit does not apply.

Factors supporting management efficiency (Q. 20; see Table 1)

The quality of roads and the water supply were universally (i.e., by 100%) thought to influence the management of the business. The electricity supply was only slightly less universal (87%) as a big problem. Access to and costs of financial resources and residential costs were also a great problem to many (78% and 74%, respectively), as were costs for telecommunications (65%). Healthcare was regarded as a big problem for 43 per cent of the population and a slight problem by 22 per cent. Education was regarded as a big problem by 39 per cent and as a slight problem by 22 per cent.

Table 1. Question 20: *Please evaluate each of these factors for the supportive role they play in increasing the effectiveness of management of your business*

Factors that help business	No problem	Little problem	Big problem	n/a
Quality of roads			23	
Permits and licences for exercising activity	5	13	1	4
Supply with electricity	1		20	2
Supply with water			23	
Environments where business is active / land	2	13	5	3
Protection by police	4	8		4
Protection from fire	5	9	1	8
Urban planning and zoning		9	9	5
Tax levels	3	12	3	5
Hospitals and health care	3	5	10	5
Education system	5	5	9	4
Costs for telecommunications	3	1	15	4
Crime, theft and lack of order	4	11	3	5
Quality of local governance	13	6		4
Residential costs	1	1	17	4
Lack of qualified personnel	11	8		4
Corruption	7	8	2	6
Access and costs for financial resources		1	18	4
Effective services to support businesses	2	13	4	4

Issues with permits and licences, land, effective services to support businesses, tax levels, level of crime and fire protection were mostly regarded as a slight problem by 57, 57, 57, 52, 48 and 39 per cent of respondents, respectively. Urban planning was regarded as either a big problem (39%) or small problem (39%) by the respondents. Issues over land were only regarded as a big problem by 22 per cent of respondents. Police protection was regarded either not a problem (48%) or a slight problem (35%). Quality of local governance and lack of qualified personnel were regarded either as not a problem (57%, 48% respectively) or a slight problem (26% and 35%), and not

regarded as a big problem at all. Corruption was regarded mostly as a slight problem (35%) or not a problem (30%), with only nine per cent thinking it was a big problem to the effectiveness of the management of their business. Effective services was regarded as a big problem by only 17 per cent of respondents.

Level of support for local SMEs (Q. 21)

About one third of respondents thought that the business associations, the Office for Regional Economic Development and NGOs were not very good (35%, 35% and 30% respectively), with a lower proportion (17%) thinking that of professional associations, and the rest expressing they did not know or thought it irrelevant. There was a spread of opinion on local governance, with 13 per cent thinking it was not good, 60 per cent thinking it was satisfactory or good and nine per cent thinking it was very good. Seventeen per cent of respondents thought private professional services were not very good, while slightly more (22%) thought they were very good. There was only one response ('good') concerning international organisations, with most (65%) thinking it does not apply.

Level of cooperation with local institutions (Q. 22)

Most respondents thought the Mayor's Office and the Commune Tax and Finance office were very supportive of business (78% and 43% respectively), with slightly less support coming from the Commune Council (26% thought it slightly supportive and 30% very supportive). However, none thought any of these three offices were not supportive. The Prefect and District Tax Office were regarded by some as slightly supportive (17% and 35%, respectively) and by a few as not supportive (4% and 13%, respectively). The Regional LED Office was regarded by 22% as not supportive but by one respondent as very supportive. Many respondents either did not know or thought the question did not apply, or left the response blank for the Prefect (78%), Regional LED Office (74%), District Tax Office (52%), Commune Tax Office (48%) and Commune Council (44%).

Local office supportive of business (Q. 23)

Most (70%) respondents did not know of an office that had helped their business. However, two listed the Mayor's Office, one the Agriculture and Veterinary Service and one the Finance and Tax Office.

Local office NOT supportive of business (Q. 24)

Nearly all (87%) of respondents did not know of an office that negatively impacted their business.

Local office that deals with LED (Q. 25)

Most (74%) of respondents said they did not know of an office in their commune that deals with local economic development. Two respondents gave the Mayor's Office and one the Social Support Office.

Group most active in stimulating LED (Q. 26)

Ten (43%) respondents thought the commune government was most active in stimulating LED, four (17%) thought a private-public partnership organisation, one thought a private business organisation (such as the local Chamber of Commerce) and five (22%) did not know. Of the 15 that ticked an organisation, nine (60%) thought the Commune did not even partially finance that organisation (including four that had ticked 'Commune'), and one ticked 'Yes' for 'Commune'.

Group that deals with LED in commune (Q. 27)

Most (78%) respondents thought the Mayor's Office deals with LED issues, while one thought that LED activities are decentralised and performed by several departments in the commune.

Views on economic development*Three sectors with quickest growth in commune (Q. 28)*

Only four respondents answered this question and all named agriculture as the most rapidly growing sector. Three listed livestock as second and two of these gave orchards as the third most rapidly growing sector.

Three sectors with quickest decline in commune (Q. 29)

Only one respondent answered this question, giving in decreasing order of decline road infrastructure, electricity and education.

Three most attractive aspects for business development in commune (Q. 30)

Most (52%) respondents gave 'location' as the most attractive local aspect for business development, two (9%) gave 'climate' and one each gave 'soil, woodlands and River Drin', 'assistance', 'labour force', 'quality produce' and 'property administration'.

The second most attractive aspects were 'local natural resources' (39%), including 'soil, woodlands, pastures, River Drin', followed by 'capacity of the commune' (13%) and 'altitude' (9%). Other aspects that received one mention were 'organic produce', 'extension of livestock support', 'low costs', 'high quality produce' and 'climate'.

The third most attractive aspects were 'linking main road' (18%), 'climate' and 'cheap labour force' (9%) and 'improved agriculture', 'organic produce' and 'wealth of natural resources'. Most (52%) respondents did not give a third aspect.

Three most impeding factors (Q. 31)

Poor infrastructure was the most common (30%) important factor impeding business development, followed by poor irrigation and poor roads (both 22%). 'Unfair competition' was mentioned once.

Poor electricity and water (for both irrigation and drinking) supplies were the second most important factors most commonly mentioned (26% each), followed by poor road infrastructure (22%). Lack of ‘credits’, ‘funds’ and ‘market’ were each given once.

There was a wider range of third most important factors, with lack of electricity (22%) being the most common, followed by roads, water and low economic level (each with 17%) and then by lack of market (13%) and lack of funds (9%).

Change in business over last three years (Q. 32)

Nearly two-thirds (65%) of respondents thought that the business environment had remained stagnant over the past three years, with the remainder equally split between the environment having improved and having deteriorated (17% each).

Three activities to contribute to LED in commune (Q. 33)

The main activity that respondents would undertake towards helping improve LED was to invest in roads (39%), followed by irrigation and drinking water supplies (each 17%). Investing in electricity, agricultural technical assistance, cheap labour force and number of livestock, and extending economic activity were each mentioned once.

The second most important activity for contribution mentioned the most was investing in the local drinking water supply (22%), followed by the national road from Peshkopi to Kukës (17%) and irrigation (13%). Other activities that were mentioned once were ‘setting up an association’, ‘improving produce quality’, ‘increasing production’, ‘extending the orchards’ and ‘providing seasonal work’.

Description of economic base in commune over last five years (Q. 34)

There was a wide range of views on how the economy had changed over the previous five years. The most common view (39%) was that it had remained unchanged, followed by having grown slowly (30%) and grown quickly (13%). Four respondents (17%) did not answer the question.