

*one upon another*

*a thousand and one possibilities*



## STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT



MUNICIPALITY OF BERAT

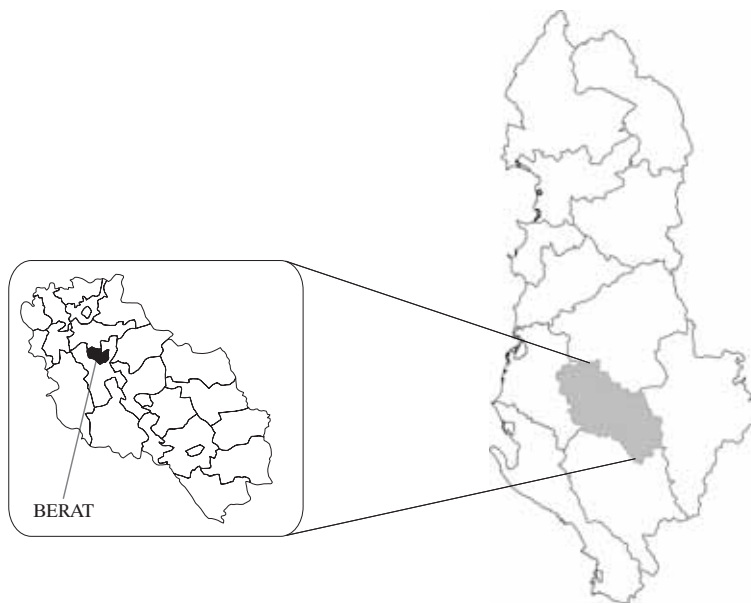


# MUNICIPALITY OF BERAT

Strategic Plan for Economic Development

2005 – 2010

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# MUNICIPALITY of BERAT

This strategic plan has been written by large stakeholder groups from the Municipality of Berat with advice and guidance from the World Bank Group, the Open Society Institute and FLAG. The World Bank Group, Open Society Institute and 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.



*Cover design: Kilica Graphics*  
*Editors: Artan Rroji and Dr Iain Wilson*  
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**B** ONANZA FOR FARMING AND AGRICULTURE

**E** CONOMY TRADITIONALLY WITH POTENTIAL

**R** ESOURCES, SPACES AND POSSIBILITIES

**A** LTERNATIVE FOR HISTORICAL TOURISM

**T** RADITION THAT WILL NOT VANISH



## Acronyms

DELTA	Developing Enterprise Locally through Techniques and Alliances
EDCM	Economic Development Commission of the Municipality
EDDM	Economic Development Department of the Municipality
FLAG	Foundation for Local Autonomy and Governance
LGI	Local Government and Public Services Reform Initiative (part of the Open Society Institute of the SOROS Foundation)
SMEs	Small and Medium Enterprises
SPLED	Strategic Plan for Local Economic Development
SWOT	Strengths, Weaknesses, Opportunities and Threats
WB	World Bank



## Acknowledgements

This document was prepared by the Directorate of Programming and Development at the Municipality of Berat, in particular by the Director, Emiljano Zhuleku, engineer, and Qebir Isaraj, statistician, with the expert support of Erind Kraja, facilitator from the DELTA programme.

We thank for their collaboration and contribution in creating the database the Directorates of Berat Municipality, various institutions and NGOs that operate in the territory of our municipality.

Special thanks go to the Directorate of Regional Monuments of Culture and its Director, Ajet Nallbani, whose collaboration made possible an improved programme.

Any contribution, new idea or opinion that would improve this material would be greatly appreciated.

For further information or assistance, please contact:

Directorate of Programming and Development, Municipality, Berat

*Tel:* +355 (032) 34453

*Cel:* +355 (069) 2425263

*E-mail:* zhuleku73@ yahoo.com



## **Mayor's deliberation**

Describing a city with a unique cultural heritage set against a beautiful background and developing a vision for its future within the framework of the huge millennium challenges that face us gives a special feeling. One cannot feel otherwise when one looks at a city with 24 centuries of history; a city that is growing in both size and economy, but that still preserves and develops its values inherited from all areas of society. We are its children and everything in the city has become part of us. We can look at its history and to search there for possibilities, resources and spaces created by its cultural and historical values.

Berat is located on the banks of the River Osum. Its geographical location has enabled the area to develop a very ancient history, demonstrated in an economy, traditions and culture that are rooted in the depths of human history. The city's human and physical resources have been a powerful generator of development in a past full of pride, a consolidating present and a hopeful and optimistic future. The picture provided here might not be full with regard to depth of coverage, but it summarises what can be seen and touched, and what silently creates the energy for the present and for a future development of which the community of the city dreams.

This future derives from the region's recently developed potential, which is based upon its extensive raw materials and swelling human resources. It will develop in line with the current progress and be shaped by the many challenges that lie in front of us. Our vision is supported by the fact that the city is very close to becoming a member of the UNESCO family, a result of its inheritance and the efforts being made to preserve its values through investment.

Our community is one that builds, produces and invests. It is part of a region that has much space to offer and therefore the possibility of further development. All the actors involved in the development of Berat, through collaboration with each other and with partners that have and project considerable potential, are and will remain the designers of the future.

The future is promising. Berat is a city with a tradition, a culture, an increasing level of education and an improving infrastructure with many investments being made in manufacturing and service provision, and a developing area of historical and eco-tourism.

Moreover, there are immense reserves of internal energy present in Berat, demonstrated in the range of products of local agribusinesses, which are becoming increasingly competitive, making them players in both the national and foreign markets. These businesses are growing and this growth will bring a better future for the city.

All these indicators presented in this publication form just part of this beautiful, ancient city. It is a small portrait of the marvellous space created by this noble white city of people with noble hearts.

The material presented here is one of the products of the process begun to develop a Strategic Plan for the economic development of the city of Berat. This Plan was developed and is being implemented within the framework of the DELTA programme, with the support of the World Bank, the Soros Foundation and FLAG. It should be viewed as an effort to promote the capacities and possibilities of our city, whose development will improve the quality of life for all in our community.

It is a continuation of the programme planning and development process aimed at finding solutions to the problems our community faces. Through the present strategy, the City will establish an appropriate collaboration among community, business and local government, inviting all to dialogue over the development and improvement of this material, so it can fit to and reflect better the needs of the city.

All this optimism comes when one sees how this publication has been developed and when, through this, one anticipates the future of Berat.

**Fadil NASUFI**  
**Mayor of Berat**



## I. Introduction

A strategy for the Local Economic Development (LED) of various municipalities in Albania has been developed within the framework of the programme 'Developing Enterprise Locally through Techniques and Alliances' (DELTA). It was implemented during 2004 and 2005 and supported both financially and technically by the World Bank (WB; Local Economic Development Department) and the Institute for an Open Society (SOROS), through the Local Government and Public Services Reform Initiative, LGI, Hungary. A strategy for, and in partnership with, each of the municipalities of Berat, Durrës, Korça, Lezha and Shkodra was prepared with the collaboration of the Albanian organisation Foundation for Local Autonomy and Governance (FLAG). The goal of the programme was, and continues to be, to develop strategic action plans that will have an impact in the restructuring of local economic development policies at the municipal level, especially those relating to the development of the private sector in Albania.

The methodology employed in DELTA promotes improvement of an environment that supports and facilitates the development of business and strengthens capacities and collaboration of local authorities with community groups, in general, and local businesses, in particular, for the development of a common Vision and a Strategic Plan for Local Economic Development (SPLED).

The Strategic Plan developed by each municipality will serve the purpose of institutionalising private-public partnerships and developing local programmes and projects that will lead towards the preparation of an agenda for sustainable development of the municipality. Through strengthening institutions, infrastructure and policies that support private enterprises, the projects outlined in each SPLED will help develop and strengthen Small and Medium Enterprises (SMEs) and increase local employment possibilities while at the same time increase revenues for the municipal budget.

The framework of DELTA enabled local capacities to be developed through a periodic review of the process of LED planning in order to provide for its sustainable institutionalisation in the respective local government.

## II. Preamble

The change of the political system in Albania, the transformation of the country's economy, from a highly centralized to a free market version, and the opening up of its markets and resources to those elsewhere in the world, especially those in Europe, has introduced a new challenge for its communities, particularly its businesses and local governments, namely the challenge of building a local economy and business structure capable of adapting to world markets and to competition.

During Albania's transition, the structure of its businesses changed and continues to change at both the national and local level. Before transition, large public companies dominated the market, while now it is dominated by SMEs. The initiation of the decentralisation process, allowing local governments to have a greater influence in the business environment, has naturally inclined the interests of SMEs towards local government policies. Every day, more responsibilities regarding provision of services and creation of regulations related to the business environment are being transferred from central to local government.

This economic transformation has brought to the table of our Municipality a new role: to lead the process of stimulating regeneration and growth of the economy and thus provide continuous improvement in the quality of life of our community, through improving the local business environment with regard to the economy and the competitiveness of businesses.

Given the current situation, it is becoming more and more clear to our community that great efforts have to be taken in order to define the most important directions needed for successful development and marketing of our resources in order to create competitive advantages that will sustain the existing businesses and attract new ones. This is the only way for our community to use its resources intelligently in order to make its economic system successful and sustainable.

Of significance in the development of this whole process has been the direct engagement of the municipality in LED planning, in which it played a leading, coordinative and promotional role. The process has been supported further through our city's public institutions, its business community and civic society, and through other partners, with a common effort that has enabled a common vision to be reached and the most important directions defined for the creation of a comfortable environment for LED, and one that promotes businesses and increases employment.



### **III. Importance of SPLED for our community**

The initiative of our municipality to develop a SPLED was carried out within the framework of efforts taken in exercising its legal function as a promoter and supporter of economic development within the jurisdiction of its territory, aiming to use in the most effective and efficient way possible its human, natural, social, institutional, financial and physical resources, in order to create a friendly environment for residents, businesses and visitors.

The transition process has forced substantial changes to be made in the way the city adapts to the trends and requirements of a successful LED. At the same time, the diversification of the local economy, required for it to fit the demands of the free market, and its development dynamics call for adjustments and re-evaluation of the relationship that exists between municipality and community, for building working systems and collaboration structures that will help in the gradual rehabilitation and continuous consolidation of a sustainable, healthy economy in our city.

In this new situation, in which our municipality is open to international and national competition for attracting businesses and creating jobs, it is imperative that efforts are made to define future directions, focusing on and managing well the available resources.

Our city government has previously made efforts to find and convince investors to enter our community, but these have often been sporadic and not well-coordinated with other local, or sometimes more distant, factors. In addition, the physical improvement of the local environment, quality of services and financial incentives required to ensure that existing businesses continue and new businesses seek to operate in our city, has been inadequate, because of the limited legal authority and financial capacities of our municipality.

Regardless of these difficulties, the role it is playing has always been increasing in strength, initially from an observer of local economic development and business performance into an actor actively involved in creating incentives and spaces in direct support of business and as a main generator of economic growth and employment. The experience of the Strategic Plan development has shown us that only local government, as the authority in whom the political and non-political interests of different groups in society come together, can play the major important role in stimulating economic development, through adopting a new mentality and work practices and through maintaining relationships with the actors and organisations that operate in its community.

Our community needs a wise local government, functional partnerships and civic pride, and we believe that the present strategy has laid the foundations for these.

#### IV. Strategic Plan

This is the first LED Strategic Plan that has been developed for our municipality and it represents an effort made to change the quality and way of governing and the decision-making process.

Effective use of the economic advantages possessed by our community and attraction of private investors depend very much on the quality of local governance, the services provided and quality of the local policies that are developed and implemented. These have an impact upon the infrastructure of the services available for businesses, such as electricity and water supplies, transportation, telecommunications, waste management and urban planning. The fact that most businesses operating in our municipality are micro-, small- or medium-sized, which depend greatly upon the quality of services offered by the local government, makes even more important the latter's role in creating a friendly environment that fosters the development of business.

This Strategic Plan aims to correct the factors that have had up to now a negative impact on the economic development of the municipality and on the quality of local governance, and by doing so to reduce the barriers and risks of doing business here. The planning process helped in assessing these factors, and through this procedure an active review of the economic base and development factors of the municipality was achieved, leading to a better understanding of the opportunities for and obstacles to creating economic growth and attracting investors. During this process, our partners evaluated the local strengths, weaknesses, opportunities and threats (SWOT analysis), the key factors that need to be addressed in order to coordinate sustainable economic development.

During the formulation of the Strategic Plan, the Planning Commission reviewed the available human and natural resources, the economic status of the city and its surrounding areas, its cultural and historical heritage and comparative advantages, and the desires and needs of the community.

The Law on 'The Organisation and Functioning of Local Governments', No. 8652, dated 31.07.2000, Article 10/III, states that '... municipalities shall assume responsibilities for the following exclusive functions of Local Economic development ... that of the preparation of programmes for local economic development', making the development of a strategic plan a legal obligation for the municipality.

The present plan was prepared over a period of 16 months. We understand that the desired improvements and changes cannot happen within a short time. However, the leadership of our municipality, together with the public and private actors, will be devoted to its implementation in the medium term and the making available of adequate resources for it to happen as quickly as possible, as this plan is very likely to succeed in achieving its goals.

The Strategic Plan was approved by Municipal Council through Act No. 32, dated 29<sup>th</sup> July 2005.



## Philosophy behind Strategic Plan

The SPLED of our municipality aims to outline the vision and strategic goals the city has for its development and to guide and consolidate the efforts made by the municipality and community to develop an environment that is both supportive and favourable for the development of business here.

Our SPLED has been designed to address the needs of both our leaders and our community to improve the quality and diversity of jobs that are available and to improve the quality of life for our citizens and of the environment for the development of business.

The Municipality and all the actors involved in the development process began implementing their vision by focusing on the primary philosophical goals that lie behind the development of our SPLED:

- Provide for the community and local government a guiding document for determination of future directions of economic growth;
- Provide an example of a strategic decision-making process that incorporates collaboration among local politicians and the business community;
- Facilitate the efforts for collaboration among public and private partners, for a coordinated development of the municipality;
- Establish a decision-making framework for issues such as public services, infrastructure and collaboration with business;
- Establish a new experience and install a culture of planning economic development;
- Create an environment favourable for development and growth of existing businesses, because we believe that in a community where businesses are dissatisfied there is little chance that new businesses will be created;
- Influence the financial and technical support policies of central government and donating agencies;
- Give our municipality the appropriate leadership authority required for planning economic development;
- Enable transparent and effective local governance that responds professionally to the needs and requirements of residents and visitors.



## V. Development of Strategic Plan

The development of the Strategic Plan was completed using the methodology applied by the World Bank. In using a holistic strategic planning process it is important to achieve an inclusive agreement where economic, social and environmental needs are balanced.

### Guiding principles

The principles that guided the Municipality and the Planning Commission during the formulation of the Strategic Plan include the following:

- Economic success is balanced with quality of life;
- Economic growth is balanced with social and environmental requirements;
- The municipality is a key factor in improving the local investment climate;
- Collaboration among municipal government, businesses and civic society is a key element in sustaining economic progress;
- Strategic planning is a holistic integrated process, institutionalized in the municipality;
- SPLED determines the main directions for economic development, but doesn't control it;
- Improvement of the entire business environment is targeted, not simply individual businesses;
- Protection and support for existing businesses is as important as attraction of new businesses, as they act as a very good marketing tool for promoting the business climate;
- Development of employment using internal resources is more important than creating employment through external factors;
- Establishing Public-Private partnerships in decision-making and in improving the local economy is important;
- The private sector is the main generator of economic development.

### Methodology

Our municipal government considers SPLED as the best and most systematic method available for management of change, for ensuring consensus of the community and for generating a common vision for a better economic future. The strategic planning process enabled the coordination of efforts and resources that will lead towards improvement of the economic situation and, consequently, the establishment of a framework that aims to create a healthy well-balanced environment for the economy and an improved quality of life for the citizens. Although outlined here very simply, this methodology was found to be very complex given the amount of effort and decision making required.



The strategic planning process was accompanied by capacity building and facilitation activities. For capacity building purposes, DELTA organized a study tour to Hungary where three workshops were held on the following topics:

- Stages and techniques for development of SPLED;
- Institutional structure for development, implementation and monitoring of SPLED in partnership with the community;
- Introduction of regional best practices in SPLED;
- Methodology of development and assigning of priorities to projects.

### **Planning process**

The foundation of an effective strategic planning process rests upon a sound understanding of the most important issues that face a community. The issue of economic development could be outlined as one of problems to be solved, needs to be addressed and capabilities to be employed. The process applied here enabled the unification of the opinions and choices of local government with those of businesses and other representative agencies.

The planning process was structured to be undertaken in five phases:

1. Organisation of the efforts;
2. Evaluation of the competitiveness of the local economy;
3. Development of the strategy;
4. Implementation of the strategy;
5. Revision of the strategy;

The planning process was carried out over a 16 month period and made it possible to identify all the needs, ideas, issues and possibilities for development.

Over the planning process period a number of consultations, evaluations and common decision-making events relating to the presentation and priority of the key issues for economic development were considered.

At moment of writing, the municipality has completed the first three phases and has now entered the fourth.

## Organisational approach to Plan development

The organisational approach that was applied allowed in the decision-making process the direct and institutionalised participation of a wide group of people representing the community along with the mayor, members of city council and the municipal staff. The participation was institutionalised and structured through the LED Planning Commission established and headed by the Mayor. The commission team was composed of specialists from Berat Municipality, representatives from the business community and local institutions and directorates that operate in the territory of the Municipality. Peace Corps volunteers were also included in the team.

The role of the Commission was to draft and review the Strategic Plan and this responsibility continues with supervision and evaluation of the plan's implementation. The structure of the Commission was laid out in such a way as to allow the grouping of the member base according to field of development and interest.

A crucial element in this structure was and remains the Core Team, headed by the Economic Development Department of the Municipality (EDDM) and in which the business community had one representative. The Core Team played a crucial role in coordinating the work of the commission members with the DELTA partners and other local and central agencies and organisations interested in and committed to the development of the municipality. This team participated in all the meetings and debates organised at different stages of the economic development Strategy drafting process. The LED extended core team comprised the following people:

Emiljano Zhuleku	Director of Development Programme
Mihal Kolani	Director of Finance
Vladimir Çela	Specialist, Foreign Relations and Tourism Directorate
Qebir Isaraj Specialist	Programme Development Directorate
Petraç Picinane	Chairman of Chamber of Commerce and Industry
Nikolla Langore	Secretary of Chamber of Commerce and Industry
Jonathan Owen	Volunteer, Peace Corps
Steven Tanghe	Volunteer, Peace Corps
Etleva Dhima	Specialist, Social Affairs Directorate
Valentina Zotka	Director of Urban Development
Agim Koxhaj	Director of Coordination and Development; County Council
Venetik Çela	Director of Agriculture and Food



Armanda Shabani	Environmental Specialist, Prefecture
Mirela Buhuri	Environmental Specialist, Municipality
Piro Ziu	Director of Incomes, Municipality
Ymer Kordha	Director of Legal Office, County Council; on City Council

The organizational structure of the Economic Development Commission of the Municipality (EDCM) is shown in the figure on the next page.

### **Timetable of Plan drafting process**

The main LED team met twice weekly and discussed the progress of Strategy drafting and reported on the tasks appointed to each team member. It conducted, as well, the monthly meetings of the Planning Commission.

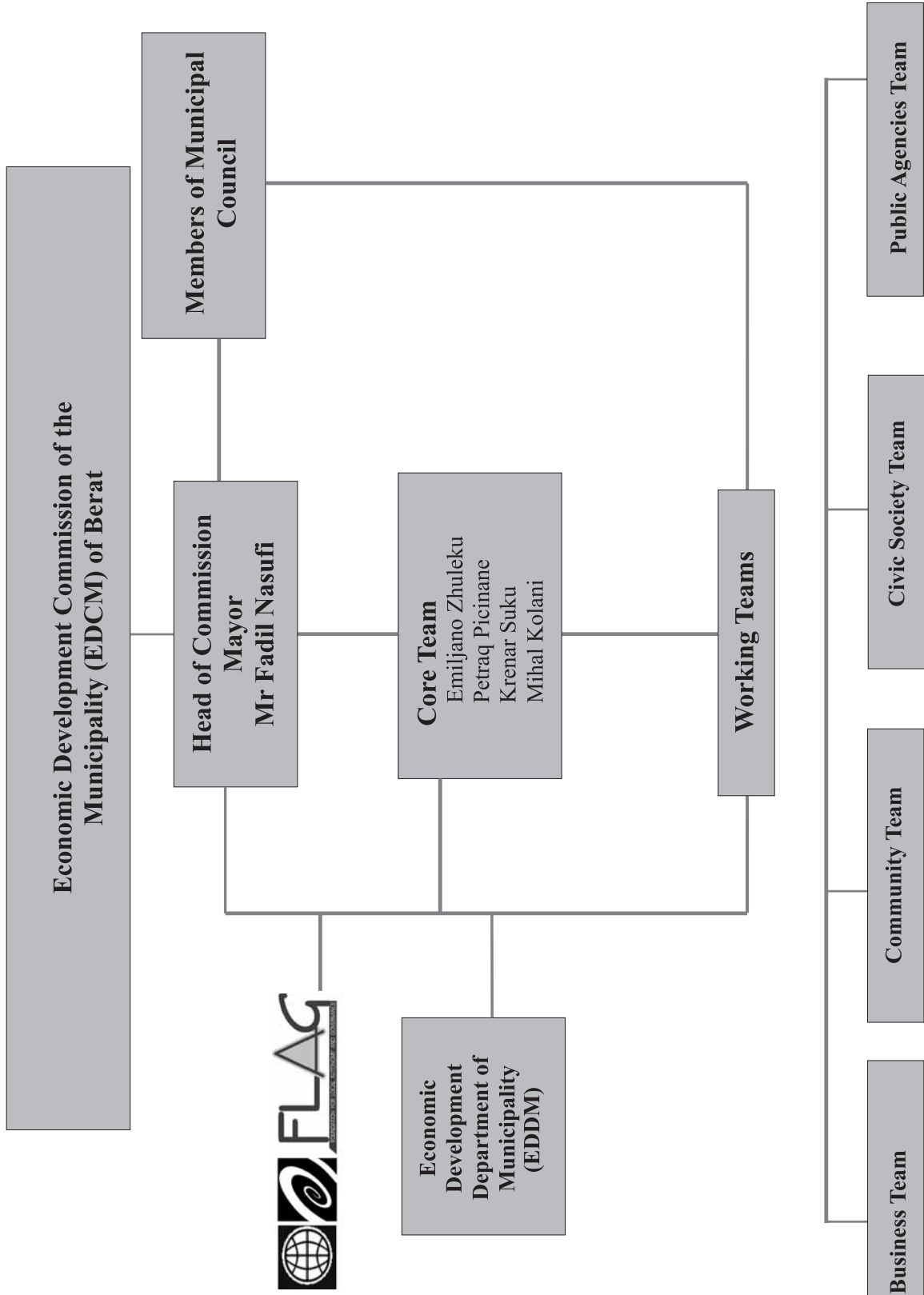
At these regular meetings, the Planning Commission evaluated the progress made in developing the Strategy, analysed the factors that will create LED based on documents produced by agencies and governmental and non-governmental organizations and, based on the methodology presented, elaborated the draft of the Strategy 'From vision to project'.

### **DELTA forum of Mayors**

During the implementation of the DELTA programme, the founding and functioning of the DELTA Forum of Mayors served as a catalyst for the process of implementing the programme and as a forum in which mayors and directors of the main LED team could exchange experiences and develop work plans. Five forums were held during the LED planning process. In order to facilitate exchange of information, the mayors agreed that a very important tool would be the development and maintenance of web pages for each of the five DELTA municipalities.

### **Participation and consultation**

Formulation of the Strategic Plan document was the main aim of the Municipality, but it aimed to involve in the planning process other actors who would have a decisive role in developing the strategy. It would have been impossible for our local government to carry out the whole process alone. Therefore, it was necessary also to involve the expertise of other people from the community who could bring to the process a wide range of experiences, ensuring that the most able individuals in the community had the chance to present their opinions and preferences to address the most critical issues involved in local growth and economic development.





In all, 80 people were directly involved in the planning process, including representatives of local government, the business community, banks, educational institutions, including the university, public enterprises, NGOs and other individuals acknowledged in the community for their levels of expertise and contribution to society.

The municipality made a great effort to keep engaged and focused throughout the process this large group of actors, who voluntarily gave priceless assistance in formulating the Strategic Plan draft.

This group, composed of people with a wide range of interests, demonstrated a common will and understanding. They contributed their knowledge and experience to the exercise and provided information during the plan development process. Officials from institutions in the municipality and elsewhere, from local and central government which exercise their functions in the territory of the municipality, helped in establishing support groups of stakeholders. An increased involvement of stakeholders in forming the strategy was demonstrated.

As a result of this inclusiveness, the direct involvement of people outside of local government who participated in the process gave full local ownership to the Strategic Plan.

### Working Teams for development of LED Plan for Berat

Community	Civic Society	Public Agencies	Business
Nikollaq Mata Former Mayor; Member, City Council	Milika Jaho Former Mayor; Expert, Urban Institute	Luçi Dollani Director, Labour Office	Nikolla Langore Secretary, Chamber of Commerce
Jorgji Xhaxha Directorate of Public Relations	Steven Tanghe Peace Corps Volunteer	Baftjar Kafexhiu Director, Urban Greening	Zylyftar Kaçeli Directorate of Taxes
Asllan Sula Historian	Qamile Gishti Centre for Business Development	Vladimir Kumaraku Chairman, City Council; Director, Hospital	Piro Ziu Director of Taxes, Municipality
Yzedin Hima Publicist; Former Chairman, City Council	Petrit Revania Coordinator, GTZ	Aleksander Bode Director	Irakli Gjika Head of Tourism, Prefecture
Hazbi Shehu Geologist	Ajet Nallbani Directorate of Cultural Monuments	Kastriot Dervishi Director, Arts Gallery	Seit Guri Specialist, Tax Office
Balil Gjini Director, Municipal Library	Fatos Zotka Former Chairman, City Council	Fatmir Shehu Director, Water And Sewage Enterprise	Maks Çuedari Businessman
Dragush Polovina Construction Engineer	Vladimir Ela NGO 'AKSI'	Ali Qaseja Secretary, Prefecture	Eduart Bega Constructor

<b>Community</b>	<b>Civic Society</b>	<b>Public Agencies</b>	<b>Business</b>
Ymer Kordha Member, City Council; Director, Juridical Office, County Council	Gentiana Deçolli NGO	Faik Shosha Director, Public Health	Kristaq Dollani Businessman
Jan Ikonomi Architect	Julejda Gerxhi Lawyer	Shpetim Dyrmishi Director, Cultural Centre	Naun Shtrepi Director, local TV Station
Kristaq Kolani Electrical Engineer; Member, City Council	Eglantina Shtrepi Director, Handicap Centre	Memsur Hoxha Director, Social Security Agency	Gezim Dervishi Businessman
Gora Zaimi Director, Administration, Municipality	Valentina Zotkaj Director, Urban Office, Municipality	Armanda Shabani Specialist, Prefecture	Tomorr Reovica Businessman
Dionis Papa Historian	Zylyftar Plaku Director, local Newspaper	Agim Koxhai Specialist, County Council	Sali Hoxha Businessman
Tahir Hysi Director, Urban Office, County Council	Etleva Dhima Social Worker	Harilla Ceka Director, BD Karbunara School	Astrit Qafa Constructor
Redin KUSTA Construction Engineer			

## Process of approval of LED Strategy

Several LED Strategy consultancy meetings were held with the wider public in April, June and September, 2004. Participants at the meetings discussed and debated the Strategy, its motto, goals, objectives, programmes and projects.

The first draft of the Strategy was prepared by November 2004. Before presenting it for approval by Municipal Council, the main LED team first presented the final draft for review and approval by the Planning Commission.

## Summary of assessment of local economy

The current condition of the local economy in Shkodra was subject to a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, which considered the basic economic and social data and the local views expressed in a business survey and those of the Planning Commission.



The data gathered included statistics and information relating to the local natural, human and financial resources, the structure of the economy and businesses, level and structure of employment and education and qualifications of the work force.

The major factors that were considered to have a significant negative influence on future LED were:

1. Uncontrolled urban development;
2. Unemployment, currently at 18 per cent;
3. Housing: currently there are 1,236 unsheltered families living in the city;
4. Poor infrastructure;
5. Prohibited industrial activity;
6. Non-inventoried assets, which are thus unable to access the market;
7. Continuous movement of businesses away from the city;
8. Increasing emigration of specialised labour force;
9. Problematic social situation.

### **Perceptions of businesses**

Local governments have a mandate to promote the development of local SMEs. However, this mandate is considered by the private sector to be legally restrictive, especially with regard to the provision of resources to undertake business activities.

To investigate this issue further and to understand the concerns of local businesses in more detail a survey was carried out in the city. 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 here, the conditions and regulations that affect the growth of local businesses, the policies and practices that hinder the growth of existing businesses and the demands and needs of the community for an improvement in the business environment.

The Business Environment survey was carried out in March and April 2004 and **58 businesses** from different categories participated.

The main perception of businesses is that local governments do 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.



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 municipality was considered.

Fifty-eight businesses, slightly more than five per cent of the 1,130 businesses registered in the municipality at the time of the survey, were surveyed. Twelve of these businesses were involved in manufacturing, twelve in trade, 26 in service provision and eight in construction. These businesses had been active for periods ranging from two to twelve years, with the majority in operation for six to ten years. Of the people interviewed, 44 were owners, five were general directors and nine, senior managers. Twenty-one of the businesses had one owner and 35 had more than one owner. One was a cooperative and one a public enterprise. Most, 35, of the businesses had fewer than five employees, 13 had six to ten employees, eight had eleven to 50 employees and two, more than 50 employees.

## **Vision and Goals**

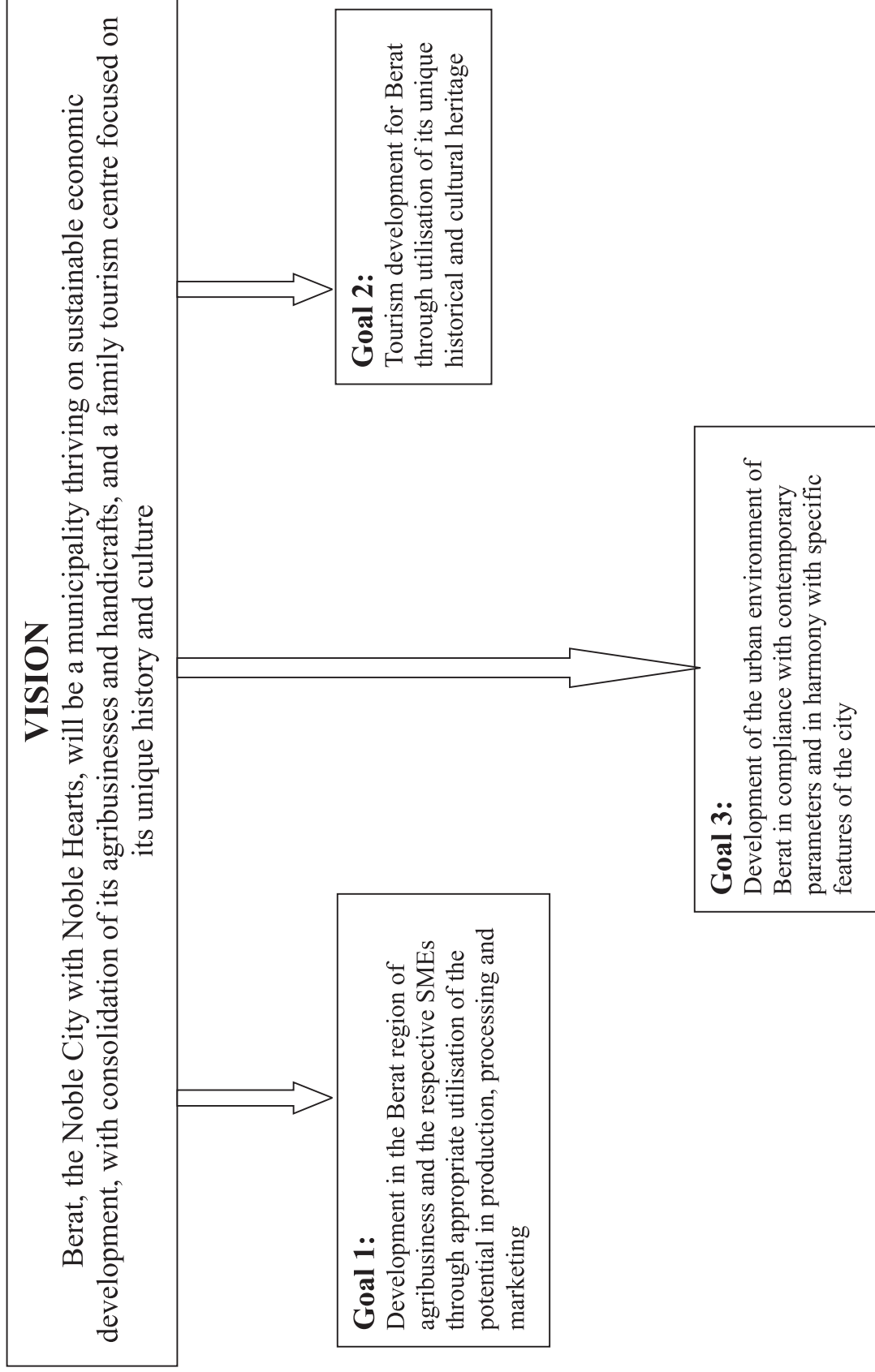
### **Vision**

The purpose of generating a vision for our local economic development was to enable our 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 citizens and local government a clear idea of what has to be done and how to concentrate their energies and resources.

The vision was developed by the Economic Planning Commission (ECDM), after consulting different segments of the community and after it had been presented publicly through the local media. 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 thorough description of the preferred economic future of our city.

A vision in this context is an ideal, which has its roots in the natural, geographic, economic, historical and cultural reality of the region. It aims to capture the expectations and aspirations of a community, and define a clear direction for the development of its city. We believe that in our case the vision summarizes realistically the desires and capacities of our community. We aim to share this vision continually with various groups from our community, so that it becomes widely known and accepted and thus becomes a guide in making the ideal a reality.

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.



## Goals

Determination of LED goals helps us to take decisions about the ways and means of achieving the changes we need. Even though some of the goals and actions required 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, city infrastructure and municipal 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 LED goals, our city 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 municipality, its history of economical development and that of the region.

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

## Expected benefits

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

- Provision of guidance to the municipal council and administration during the annual and mid-term budget preparation process, allowing for focus on the implementation of the projects included in the SPLED;
- 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 SPLED;
- Strengthened sustainable partnership in decision-making, with co-financing provided by local government and the business community;
- Increase in capacities of the municipal administration, especially of the EDDM;
- Coordination of activities of organisations and agencies responsible for implementation of different parts of the SPLED;
- Provision of a realistic calendar for the implementation of the SPLED;
- Identification of the expected results;



- Development of an efficient system of communication between the Municipality and its partners;
- Facilitation of marketing of the potential for and the possibilities of doing business here;
- Establishment of a monitoring system in collaboration with the community in order to follow up on the completion of activities and the evaluation of the results anticipated in the SPLED;
- Improvement in the management system in the Municipality in the function of implementing programmes included in the Plan matrix;
- Provision of guidance for lobbying and negotiating with local, national and international actors interested in or being involved in projects in our SPLED;
- Provision of guidance for local government and donors to allocate funds and to focus on available resources.

## **Implementation**

A SPLED is the official plan for the administration of a local government and the institutions and enterprises under its control and as such is an on-going evolving plan. The SPLED for our city has begun and will follow four stages:

1. Activation of the financial resources and allocation of the funds;
2. Realisation of public-private partnerships;
3. Monitoring and evaluation of the Plan;
4. Re-evaluation and improvement of the Plan.

Given that the timeframe for implementation of our SPLED is longer than that of a political mandate, the success in the implementation of this strategy depends on the continuous engagement of the local government and civil service in achieving the objectives and implementation of the outlined projects.

The Municipal Council, as the key factor in provision of support for the SPLED, will provide guarantees for the allocation of municipal funds for financing of the projects. In addition, it will provide effective advice for the approval of improvements suggested by the Planning Commission and executive authority of the municipal government.

The Mayor and the Head of the EDDM will coordinate the programmes, projects and financing from central government, donors and local or international organisations, so that they follow and support

the SPLED. In addition, they will initiate and implement adequate improvements in the management of the process and restructure the staff according to the implementation of the SPLED. The success of the implementation will depend heavily on how the organisations and agencies involved in the Strategic Plan will manage the particular elements they are responsible for.

While the community will experience progress with the implementation of the SPLED, the plan itself will need to be revised, evaluated and improved in order to address new conditions and situations. The Economic Development Commission of the Municipality (EDCM) will monitor and evaluate the implementation of the Plan, while keeping in mind that the community should also have access to the monitoring process.

### **Organisational approach to Plan implementation**

The municipality appointed the EDCM as the main institution to review and evaluate the Strategic Plan implementation process. Every four months, EDCM will hold a meeting to discuss progress made in the implementation, based on reports prepared by the EDDM. It will also, once a year, in August, discuss and approve findings and evaluations, and add suggestions that will be presented to the Mayor and then to the Municipal Council for discussion and approval.

The composition of this Commission may change. However, the responsibilities will remain the same: supporting, monitoring and reviewing Plan implementation. Meanwhile, the Mayor, in consultation with EDCM, may appoint working groups to support implementation of particular parts.

EDCM will develop and approve an annual activity plan for reviewing the Strategic Plan. The funds for supporting its operations will be approved by Municipal Council, at the request of the Mayor.

The EDDM is the structure that is directly responsible for following up the implementation process, and it will mainly:

- provide adequate administrative logistical support for the activity of the Planning Commission;
- coordinate the activities of the actors identified in the Plan and of those that will be involved later on;
- provide staff for the working teams that will support the Planning Commission;
- prepare and present for the Mayor and Planning Commission reports on the performance of the implementation process;
- find data and information required by the Mayor and Planning Commission.



## **Financing of Strategic Plan**

Financing of the Strategic Plan is a major effort for the Municipality, equal to the effort made in plan development. The Implementation Matrix (Chapter VIIIc) identifies estimated costs, and gives the actual and potential partners. The total cost of Plan implementation is 2,721,975,000 leke, equivalent to 21,775,800 euros.

The Municipal Government will finance the Strategic Plan through its own budget, and this began in 2005. The Municipal Council will continually include the implementation of the programmes and projects of the Plan in the municipality's annual and mid-term budgets.

The Strategic Plan will be co-financed by central government, the local business community and other community groups, donors and local and international organisations. Commitment of the business community through direct investments offers an additional financial guarantee for its implementation and success.

## VI. Overview of Berat community

The Municipality of Berat (40.43N, 19.46E) is situated in south-central Albania, in the Berat district, which has a surface area of 939 km<sup>2</sup> and is surrounded by the districts of Skrapar (to the east), Përmet (south-east), Tepelena (south), Mallakstra and Fier (west), Lushnja, Kuçova and Elbasan (north) and Gramsh (north-east).

Berat is the County and Prefecture centre, and has a total surface area of 22.8 km<sup>2</sup>. It lies between 58 and 240 metres above sea level and is situated among hilly and mountainous terrain with an average altitude above sea level of 455 metres. Berat lies by the River Osum, the only river near to the city. The source of the river is in the Vithkuqi Mountains at about 1,050m above sea level. The average annual water flow varies between 5.11 m<sup>3</sup>/sec to 74.1 m<sup>3</sup>/sec. There are two mountains that lie close to the city, Tomorri, 2,416 m high, and Shpiragu, 1,218 m high.

### Climate

The region around the city typically has a Mediterranean climate, though given the topographic variation there are diverse microclimates as well, including alpine. The driest month is July and the wettest months are November and December. The micro-climates immediately around the city are very favourable for farming, and thus development of local agribusinesses is seen as very important for the city's economic development.

### Historical background

Berat is one of the oldest cities in Albania and has a unique cultural heritage. In the XVII<sup>th</sup> century the city was already established as a developed commercial centre. During the following century, Berat consolidated its commercial position, establishing connections with Venice, Trieste, Ragusa, Ancona, Corfu, Malta, Alexandria, Smirna, Thessalonica, Istanbul, Sofia, Niš and Belgrade.

At that time, Berat was one of the most developed economic and cultural cities in the country. It is renowned for its beautiful architectural buildings. At the end of the 1830s the city had 8,000 inhabitants. It preserved its character of having a small artisan economy, and manufacture workshops began to be established.

In the second half of the XIX<sup>th</sup> century, Berat was second after Shkodra in the economic power of big merchants, for commercial and monetary capital owners that had agents in Durres and Vlora, and abroad in Trieste, Corfu and Malta. Their workshops had between five and ten workers. From 1842 to 1888 the number of artisan workshops and market shops in Berat grew from 680 to 820. At the beginning of the XX<sup>th</sup> century felt was still being produced in Berat houses.

By the time that Independence was proclaimed, a major part of the feudal land, around 140,000 ha, was owned by private landlords. Approximately 72,000 ha belonged to families and around 68,000



ha belonged to small proprietors. From 1912 to the middle of the XX<sup>th</sup> century, there were still three big markets in Berat: the Corn Market, the Dairy Market and the Cattle Market. In 1961, Berat was declared a Museum City.

## Demography

Large demographic changes have taken place in Berat in recent years (see table below). Between 1830 and 1945 the population size grew by slightly more than 10 per cent, but by 1980 it had gone up by more than four-fold, since when it has nearly doubled again. Since 1989, the population size has grown by 50 per cent, with most of the change taking place in the first three years following the fall of communism.

### Changes in municipal population size

Year	Number of inhabitants
1945	9,000
1980	34,517
1985	38,500
1989	42,900
1994	61,075
1997	62,749
2000	63,242
2002	64,771
2003	64,833
2004	64,473

Source: Municipality of Berat

Interestingly, the number of children registered with the city has hardly changed at all since 1989 (see table below).

### Change in number of children

Year	Number of children
1955	4,266
1975	9,485
1989	16,287
1994	16,500
1997	16,553
1998	16,622
2002	16,959
2003	16,823
2004	16,347

Source: Municipality of Berat

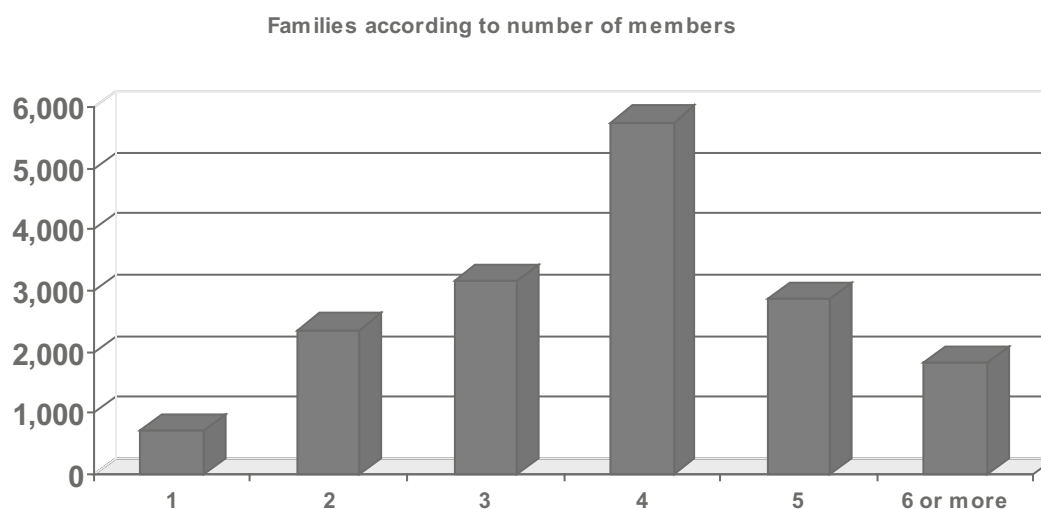


Berat's available human resources now position the city as an important source of economic development for Albania as a whole. The table below reports the population age structure of the city, showing the majority are of working age and the presence of a large population of youth, while the figure that follows shows the distribution of family size in the population.

### Population age structure

Category	Age (Years)			Total
	0–14	15–64	65+	
Municipality	16,347	43,407	4,719	64,473
Zone 1	5,696	15,129	1,644	22,471
Zone 2	5,980	15,880	1,727	23,587
Zone 3	3,422	9,087	988	13,497
Zone 4	1,247	3,311	360	4,918

Source: Municipality of Berat



Source: Municipality of Berat

Berat is quite heavily densely populated, with the density in the region as a whole at 2,844 inhabitants per km<sup>2</sup>, compared with a figure of 10,807 inhabitants per km<sup>2</sup> in the city itself. Again this indicates the presence of a large workforce readily available for the city.

### Municipal government

The Municipality of Berat forms part of the district with the same name and is the centre of the Berat Region. The Municipal Council, as the decision-making organ of municipal government, has 35 members, which were last elected in October 2003. The Mayor is elected directly by the voters.



The municipal administration comprises 98 employees working in City Hall. Of these employees, 51 have a university background and 41 a high school background.

### **Municipal budget**

The main sources of income for the municipality are budgeted by both central and local government; the former is very important and is divided into conditioned and unconditioned funding.

### **Summary of municipal budget (000s leke)**

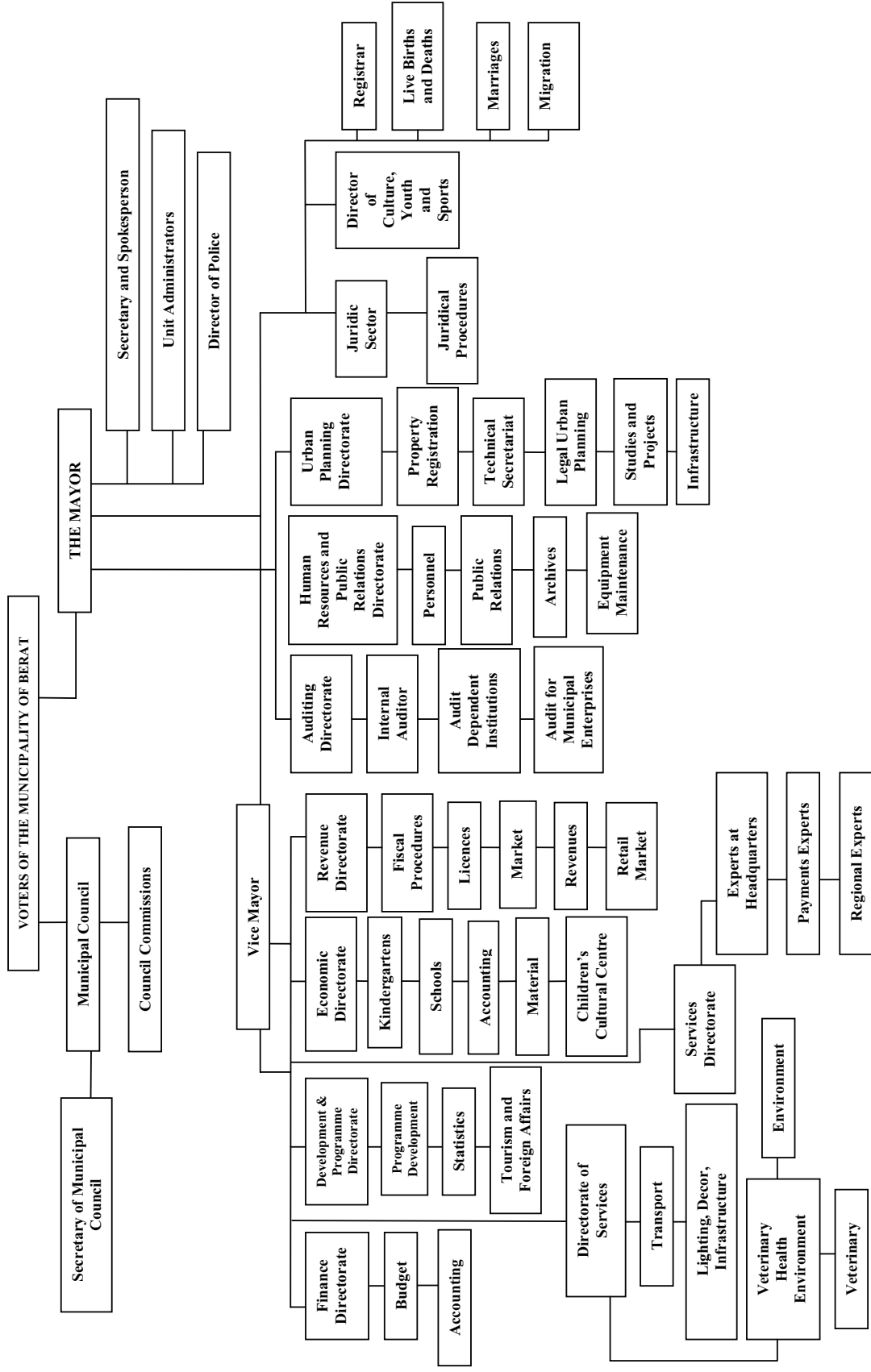
<b>Description</b>	<b>2003</b>	<b>2004</b>
Incomes of local government	182,876	214,251
From taxation	96,489	117,428
Grants	61,000	62,000
Expenses of local government	475,843	534,033
From unconditioned budget	208,286	206,999
From conditioned budget	267,557	327,034

*Source: Directorate of Finance, Berat Municipality*

Investments from the municipal budget in 2004 comprised 29 per cent of the total investments in the city, while in 2003 it was 25.5 per cent. Completion of the current investment projects will have increased the size of investment per inhabitant from 1,419 leke in 2003 to 3,795 leke in 2004, an increase of two and a half times the investment over a period of one year. Of the figure for 2003, 411 leke came from the city budget, while for 2004, that figure stood at nearly 1,000 leke.

The local government has, in addition to the investments made to improve the city infrastructure, made a special priority for the use of its revenues for the direct benefit of its citizens through direct services offered to the community.

Organisational structure of the Municipality of Berat, 2005





**Overview of incomes for 2003 and 2004 (000s leke)**

<b>Source of income</b>	<b>Actual 2003</b>	<b>Planned 2004</b>	<b>Actual 2004</b>
<b>Taxation</b>			
Building tax	10,206	10,504	10,397
Agricultural land tax	30	1,554	528
<b>Small business tax</b>			
Small business local tax	22,356	28,195	23,029
Simplified tax on small business	33,964	41,100	55,907
Annual registration tax for transport vehicles	9,146	9,700	8,891
Tax for use of market place	5,752	7,129	6,464
Hotel accommodation tax	58	100	82
Tax on impact of new constructions on infrastructure	8,659	16,500	3,759
Tax on real estate ownership change	817	900	3,339
Tax on restaurant tables	594	600	622
Slaughter tax	136	200	34
Advertisement tax	306	507	519
Business registration tax	3,016	1,940	2,093
<b>Sub-total</b>	<b>96,489</b>	<b>120,149</b>	<b>117,428</b>
<b>Non-taxation system</b>			
Cleaning tariff	14,290	18,580	18,386
Right to use public property (building rent)	208	208	167
Authorisation licence, etc, (transport licence)	808	1,475	1,611
Other incomes			
a) Land sale	0	1,300	196
b) Rent	0	660	3,142
c) Economic activity (income from tickets)	51	60	35
d) Others	1,082	1,000	1,031
<b>Payments from</b>			
Parents, for food for school children	7,198	7,200	7,604
Parents, for day-care centres	1,100	2,500	2,455
Parents, for kindergarten lunch	603	100	98
Others	47	0	99
<b>Sub-total</b>	<b>25,387</b>	<b>33,083</b>	<b>34,823</b>
<b>Total</b>	<b>121,876</b>	<b>153,232</b>	<b>152,251</b>

*Source: Directorate of Finance, Berat Municipality*

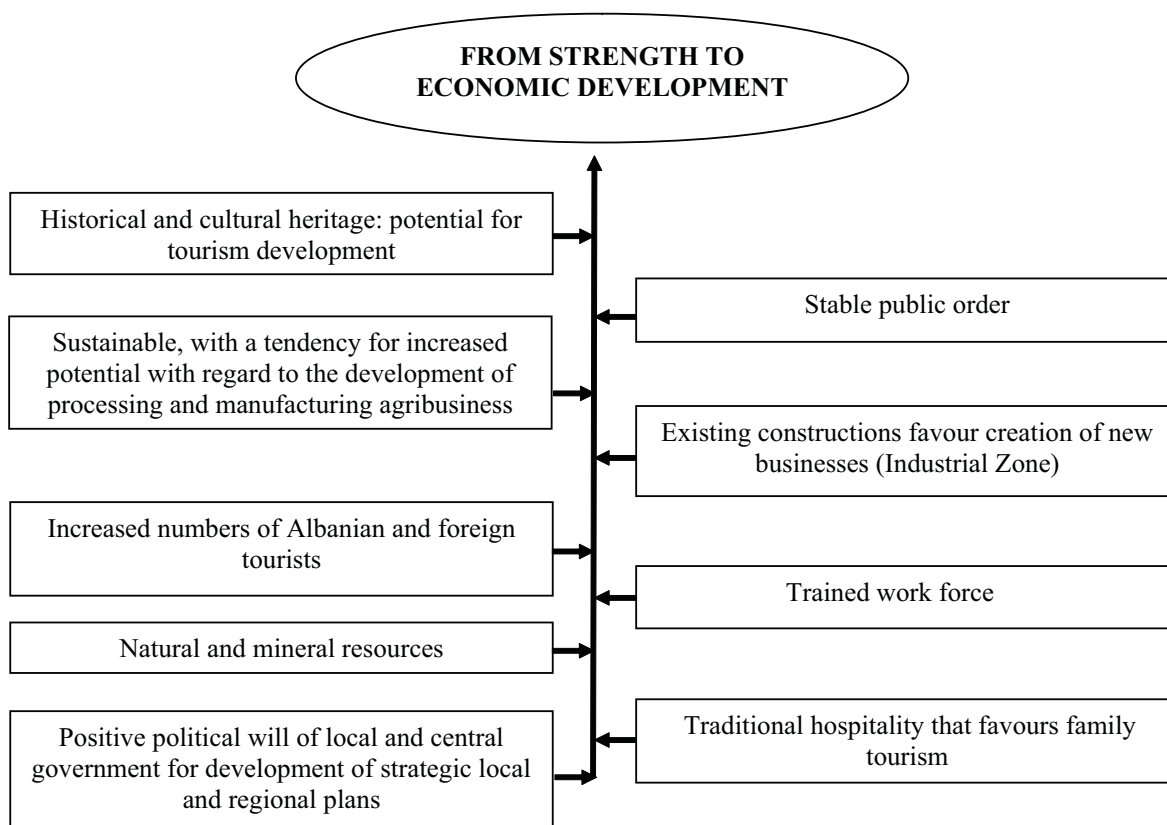
## VII. Economic profile of Berat

Just like the economy of the nation as a whole, the economy of Berat is in transition. As such, it bears all the consequent difficulties as well as the benefits of that transition. The biggest challenge is making the shift from feelings of aspiration and trust to implementation and results.

Local businesses, especially producers, want to develop and expand by using the region's natural resources and geographical advantages with great effectiveness and efficiency. Tourism-based businesses exploit the city's historical and architectural heritage. Artisan businesses, though small and based around the family, want to keep traditions alive and even expand into the national level and possibly into international markets.

Meanwhile, commercial businesses are reshaping their profile, merging with domestic production.

Statistically, the main characteristic of LED is a spectral division of the private economy. The main base on which this development depends, besides tradition and other above-mentioned factors, is the expansion from small and medium to large business and the change in business structure, focusing in Berat mainly on agribusinesses, hotels, tourism and services.





## **Main advantages of Berat municipality**

Berat has a favourable geographic position for installation of a modern, complete infrastructure. Its location, flora and fauna, and its unique architecture and artefacts make the city attractive for tourists and appropriate for the development of a good quality of life for its citizens.

The region has a typical Mediterranean climate, which makes it possible to develop agriculture as an important foundation for development of agribusiness. The total surface area of nearly 23 km<sup>2</sup>, of which about six km<sup>2</sup> are urban and nearly two km<sup>2</sup> are agricultural land, supports the idea of developing local agriculture. In addition, the farm irrigation system is still functioning, so that one important part of farming infrastructure is already in place.

The Uznova district of Berat is the municipality's newest administrative division and includes a considerable amount of agricultural land. It provides many possibilities for development of agriculture, with farming enhanced because of the proximity of villages and communes to the city.

Berat is home to numerous museums and cultural artefacts, which together have a unique value, making the city attractive for both local and foreign tourists. There are some 108 cultural monuments in the city, and the Mangalem district is home to a unique complex of museums of remarkable architecture. The district of 'one thousand windows' has one thousand and one possibilities for foreign, national and local tourists. The Castle district has many important cultural objects, including, since 1961, the Onufri Museum, while the district's unique architecture has attracted the attention of both local and foreign researchers. The Gorice district is another museum complex, again of architectural importance, forming part of the natural and historical wealth of the city that attracts local and foreign visitors alike.

The population of the city is relatively young, with an average age of 28 years and with a life expectancy of 70 years. Thus, it has a young, willing workforce, which, given the importance and quality of education in Berat, is also well qualified. Improving further both professional and general education, to deal with certain gaps, would improve the qualifications of that workforce.

Continuous improvement of municipal services and infrastructure is an important feature that opens a new prospective for the future economic development of Berat, while the favourable situation concerning law and order provides a secure investment environment for business.

Around the city, there is adequate space for enhanced concentration of businesses within the existing industrial zone and for improvement of the battery plant area in order to make it an important site for development of agribusiness. The zone's location makes it a suitable area for establishing an agribusiness wholesale market.

The distances to Berat from the country's seaports, airports and other cities are not substantial and make communication easy.

### Private businesses in the city of Berat

The total number of businesses operating in Berat during 2004 was 1,144, of which 1,059 were small businesses and 85 large businesses (see table).

#### Overview of number of businesses, January to June, 2004

Description	Number	Percentage
<b>Small business</b>		
Retail	344	32.5
Service	233	22
Passenger transport	132	12.5
Grocery	140	13.2
Bars	139	13.1
Production	56	5.3
Ambulatory	15	1.4
<b>Sub-total</b>	<b>1,059</b>	<b>93</b>
<b>Large business</b>		
Construction	27	31.8
Production	17	20
Transport, import-export	41	48.2
<b>Sub-total</b>	<b>85</b>	<b>7</b>
<b>Total</b>	<b>1,144</b>	<b>100</b>

#### Number of production businesses, January to June, 2004

Description	Number	Percentage
Flour and bread production	19	24.7
Duralumin	15	19.5
Beverages and canned food products	14	18.2
Wood processing	7	9.1
Confectionary	7	9.1
Construction material production	5	6.5
Stone and marble processing	5	6.5
Textile	1	1.3
Medicinal plants processing	1	1.3
Paper	1	1.3
Meat and salami production	1	1.3
Agriculture processing	1	1.3
<b>Total</b>	<b>77</b>	<b>100.1</b>



**Number and surface area of production businesses, January to June, 2004**

<b>Description</b>	<b>No.</b>	<b>Total (m<sup>2</sup>)</b>	<b>Average (m<sup>2</sup>)</b>
Construction materials	5	13,355	2,671
Paper industry	1	2,400	2,400
Stone and marble	4	2,900	725
Beverage and canned foods	14	6,659	476
Wood industry	7	2,521	360
Others grocery	31	5,968	192
Duralumin	15	1,338	89

**Agribusiness**

Agribusiness is the most developed and yet still most promising sector for further economic development in Berat, reflected in the number of such businesses (41) operating today in the municipality, the size of the territory these businesses occupy (23.5 per cent of the surface area), the number of people employed in the sector (42.3 per cent of the total) and the proportion (49 per cent) of the total number of businesses.

Moreover, certain agricultural products, olives, figs and cherries, have been cultivated in Berat for thousands of years, accounting for the fact that 13 per cent of the total agricultural area of the municipality is planted with olive trees and 6 per cent with fig and cherry trees. There are some 700,000 olive trees growing on the 6,000 ha of agricultural land in the municipality, as well as 151,700 fig trees; in the city alone there are 78,000 fig trees, producing about 10 kg of figs per tree.

Sixty per cent of Berat's olive trees are between 15 and 40 years old, while 25 per cent are more than 40 years old. The big olive occupies 70 per cent of the whole produce. The three main characteristics of this product are the massive pulp, consistency and oil composition, which enable the fruit's qualities to be preserved naturally for a long time.

Today, the agribusiness industry in Berat still uses mainly local agricultural produce. The two main products, olive and fig, are well-known in international markets. The export of these products forms a considerable part of the total exports from the region. The local market is improving and these products have a range of consumers in the big cities, Tirana, Durrës and Fier. Olive processing and conserving currently employs 11 per cent of the total number of employees in the agribusiness sector, and occupies about 1,000 m<sup>2</sup> of the industrial zone (11 per cent of the total surface area), processing about 550 tons of olives a year.



This field of production has already seen improvement in the quality of raw materials and technology. The quality of raw material, being organically and traditionally grown and harvested, creates an important advantage for the product.

The city is home to more than half (57 per cent) of the region's agribusinesses, employing more than half of such employees (59 per cent). Investments in this sector have during recent years lightened the labour involved, while modern techniques applied in producing different lines have brought higher productivity and increased incomes, demonstrated in the installed production capacity and number of employees.

Berat's agribusinesses are now consolidating and the markets are well covered geographically, both locally and internationally. Two model examples are the companies Sidnej and Dea, which have been awarded gold medals at international trade fairs.

#### **Agribusiness statistics according to administrative division**

<b>Description</b>	<b>Municipality</b>	<b>Region</b>	<b>Kuçova</b>	<b>Skrapar</b>	<b>Total</b>
Number of businesses	41	78	22	37	137
Number of employees	208	355	52	81	488
Industrial space	9,400 m <sup>2</sup>				
Production capacity	10,878 t/yr				

There is a similar consolidation taking place in the farm produce processing sector, where only two dairies, with a capacity output of 1,500 tons a year (average annual processing capacity), are active. Up until now this industry has been established with only local capital.

Besides reconstructing old production lines and using artisan means of production, a new factory for production of conservatives and drinks (Aleura) has been established. Also, the wine cantina in the Berat food complex has been reconstructed and a new company producing conserved foods, Sidnej, has been established.

This field of production has a strong perspective for investments since consumers have growing confidence in these products.

#### **Handicrafts**

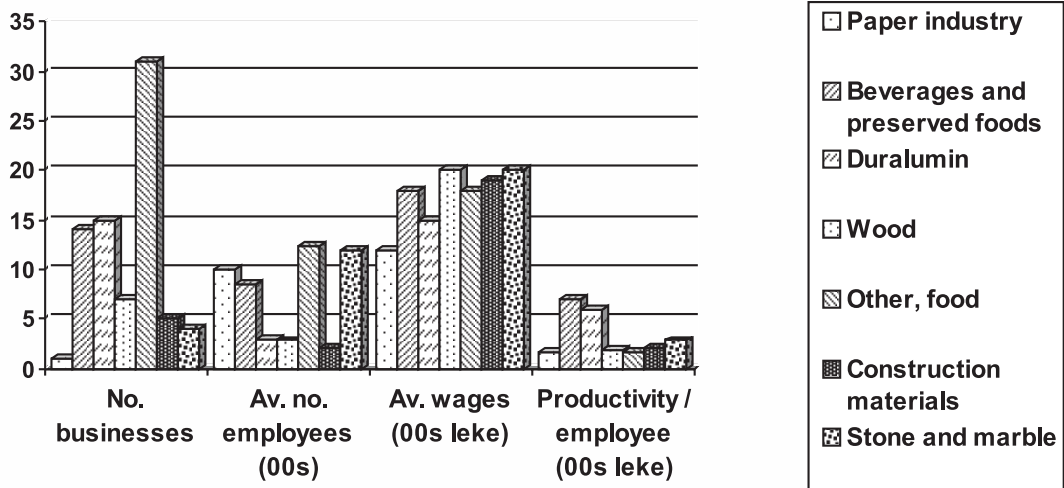
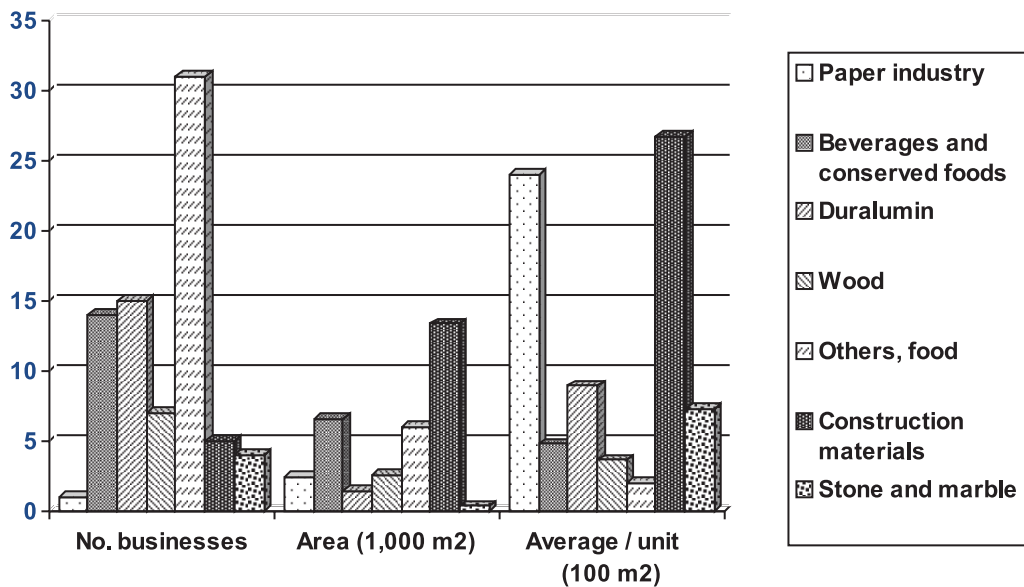
As mentioned earlier in this document, in addition to agribusinesses, handicrafts are another priority for Berat's economic development, and will be stimulated through the preservation and cultivation of the tradition and through its representation at national and international trade fairs, such as the fair in Lecce, Italy, organized at the end of 2004.



## Other businesses

There are many other businesses active in Berat including industries that process various meats, dairy produce and non-alcoholic and alcoholic beverages, while several manufacturing industries are reviving and attracting investments, such as light industries, the garment industry, construction material manufacture, wood processing, etc. (see figures below).

### Structure of other businesses active in the city of Berat



In addition to the inherited and artisan lines of production, the Aleura food processing and beverages factory in Uznove, the former state-run food-processing enterprise, the Sidnej food processing company, etc., have also been either constructed or reconstructed and are now in operation.

Although the current level of productivity is lower than under the former Communist regime, a number of indicators have improved.

The manufacture of construction material is being reshaped, entering the international market with unprocessed raw materials (e.g. stone slabs from Qafa e Kumbullave), while some small businesses are demonstrating strength through combining well their products with tradition. The well-known stone from Berat, hewn and either unprocessed or processed, represents today the rich traditional past of the handicrafts of Berat.

Investment opportunities in this sector, the city's geographical position, its natural resources and the availability of a low cost qualified work force are factors that indicate the future existence of large profit margins to attract investors, and with investments come development for all.

## Visitors

As the following tables report, there were nearly 2,000 visitors to Berat Castle in five weeks of early summer, 2004. Half of these tourists were from Kosova, but ten per cent were other foreigners. The figures for available accommodation and restaurants would appear to be adequate for such numbers of visitors.

### Visitors to Berat Castle, from June 15 to July 22, 2004

Origin	Number
Kosova	1,000
Other domestic	400
Shkodra	300
Other foreign	209
<b>Total</b>	<b>1,909</b>

### Hotels and restaurants

Name	Rooms	Beds	Seats	Employees
Tomorri	53	110	-	-
Gega	25	49	150	13
Berati	9	18	86	10
Castile Park	9	19	148	15
Palma	7	12	150	5
Magalemi Tomi	7	10	115	4
Belind	5	6	150	4
Ago	7	10	80	3
Magalemi	3	7	7	-
Desaret	4	8	40	-
<b>Total</b>	<b>129</b>	<b>249</b>	<b>926</b>	<b>54</b>



## Communications possibilities

The current road infrastructure connects Berat easily with the network of highways in the country, bringing ease of access to Albania's seaports and airport.

### City's road network

<b>Total</b>	265,000 m <sup>2</sup>
<b>Asphalted</b>	141,000 m <sup>2</sup>
<b>Asphalted squares</b>	8,000 m <sup>2</sup>
<b>Total pavements</b>	23,300 m <sup>2</sup>

### Number of vehicles registered for urban transport in 2004

Description	Number	Percentage
Car	1,993	85.3
Bus	97	4.2
Van	231	9.9
Minivan	16	0.7
Total	2,337	100.1

Telecommunications are provided by Albtelecom, the fixed line network, and two mobile telephone companies, AMC and Vodaphone. The average number of subscribers for each operator, whether mobile or fixed line, is about 16,200 for Berat, and a service is provided for about 40 per cent of households in the city and 95 per cent of the subscribers are private individuals. In Berat, there are three Internet centres operational and managed by private operators, while Albtelecom also offers Internet access.

### Subscribers with fixed telephone line company, for first 7 months of 2004

Description	Total	Family	Business	Institutions	Others
No. of subscribers	6,776	6,451	48	156	121
Percentage	100	95.02	0.07	2.03	1.08

## Education

The total number of high school students in Berat is 3,327, while the number of students in vocational high school is 1,317, or about 40 per cent of the total number.

In 2001, the general indicators related to level of education reached by the population were: 33 per cent of the population had completed general and vocational high school; 44 per cent had completed middle school and 6 per cent had completed post-secondary education. In our municipality, there are three vocational high schools: for mechanical engineers, electrical engineers, agrarians, teachers,

etc, and every year about 600 students graduate from these schools, but only 12.5 per cent are qualified in the area of agribusiness.

#### Number of students and educational institutions, from 1992 to 2003

Name	1992	1997	2002	2003
Institutions	39	30	31	29
Students	11,965	10,518	10,571	10,771
Kindergartens	21	13	12	12
Children in kindergarten	2,252	1,306	1,604	1,549
9-Year schools	11	11	11	10
Pupils	7,557	7,239	5,964	5,857
High schools	6	5	6	
High school students	2,156	1,973	3,003	3,327
Dormitories	1	1	2	2
Accommodated in dormitories	-	-	419	568
Day-care centres	-	3	3	4
Children in day-care centres	-	69	100	120

#### Number of students starting and completing 2003 academic year

Faculty	Registered	Finished
Teaching	605	330
Agribusiness	134	74
General	3,698	1,937
Foreign Languages	67	49
Music	104	66
Mechanical 5-years	38	21
Mechanical 3-years	82	42
Electrical 5-years	86	42
Electrical 3-years	38	17
Hydraulics	33	

#### Numbers in public and non-public 9-year and secondary education, 2004

Type	Students	Teachers	Students / teacher
Public 9-year	5,834	326	17.9
Public high	3,250	185	17.6
Non-public high	77	9	8.5
Public general high	1,933	91	21.2
Public professional high	1,317	94	14



## Living costs

Rent in the city has increased considerably since the year 2000, when it stood in the range of 3,000 to 4,500 leke for an unfurnished apartment. In 2004, rent was in the range of 5,000 to 6,500 leke for an apartment. Furnished apartment rents have increased even faster, double the rate of increase of unfurnished apartments. Although apartment rent in Berat is higher than in other regional cities in Albania, it is between one third and one half of the rents charged in Tirana and Durres.

The market price of a new apartment depends on location, varying from 31,000 leke/m<sup>2</sup> in the suburbs to 42,000 leke/m<sup>2</sup> in the city, showing an increase on the prices of the year 2000. Weighted construction costs have also increased since 2000, when it stood at 20,632 leke/m<sup>2</sup>, to 24,200 leke/m<sup>2</sup> in 2004.

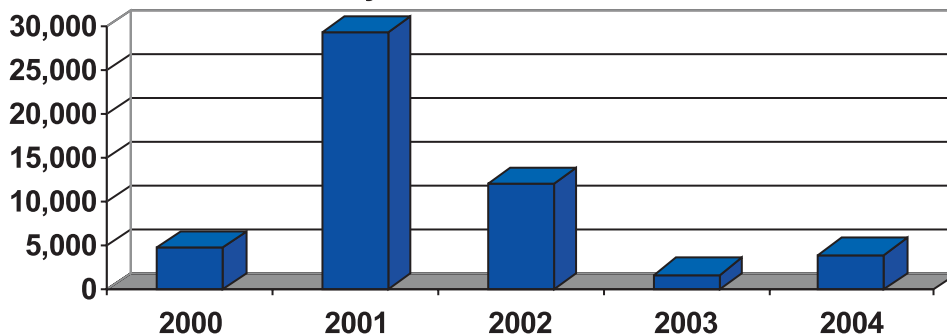
Cost per m<sup>2</sup> of building was 25,502 leke in 2003 and increased in a year to 28,000 leke. Data from the Directorate of Urban Development show that during 2003 many fewer construction permits were issued than in 1999 (see table below).

### Number of buildings and constructions licensed between 1999 and 2003

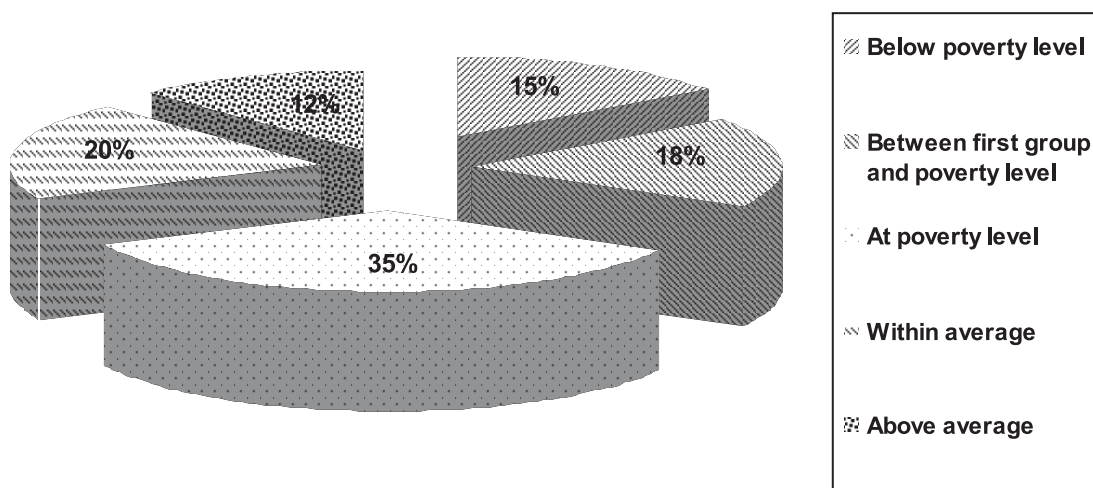
Indicator	Year				
	1999	2000	2001	2002	2003
Approved construction areas	98	51	39	67	33
Construction permits given	68	51	39	65	28
Construction permits for residences	54	25	14	16	6
Using permits for residences	34	27	28	18	11
Residences started in a year	52	20	12	16	5
Residences built without permit			501 ha		
Extension of the yellow line			74 ha		
Public spaces cleared of unlicensed buildings	0 ha	0 ha	0.15 ha	0.3 ha	1.8 ha

However, the number of permits issued for new buildings increased for the first six months of 2004 compared with the same period of 2003.

Two per cent value in 000s leke for building permits issued for years 2000 to 2004



The levels of household income can be presented like this:





## **VIII. Documentation of the Strategic Plan**

The Strategic Plan comprises the following documents:

- a. SWOT, consolidated analysis
- b. Matrix of Plan goals, objectives, programmes and projects
- c. Matrix of Plan implementation
- d. Matrix of prioritisation of projects
- e. Project fiches



**a. SWOT, consolidated analysis**

	<b>Internal</b>	<b>External</b>
<b>Positive</b>	<p><b><u>Strengths</u></b></p> <ol style="list-style-type: none"> <li>1. Cultural and historical inheritance with potential to develop tourism</li> <li>2. Mild Mediterranean climate</li> <li>3. Sustainable and optimal potential for development of agribusiness (production and processing)</li> <li>4. Increasing family, historical and cultural tourism</li> <li>5. Natural above ground and underground resources</li> <li>6. Good level of qualification of work-force</li> <li>7. Existing buildings favouring setting up of new businesses (in industrial zone)</li> <li>8. Positive central and local political will to build local and regional strategic plans</li> <li>9. Hospitality: a local characteristic favouring development of family tourism</li> <li>10. City is centre of Region</li> <li>11. Good public order</li> <li>12. Young population with good level of general education, particularly strong in foreign languages and strong desire to learn</li> </ol>	<p><b><u>Opportunities</u></b></p> <ol style="list-style-type: none"> <li>1. Ease of access to nearby Kuçova airport</li> <li>2. Resources and ideas to use the natural beauty of River Osum valley for ecological tourism, public spaces, recreation centres, etc.</li> <li>3. Proximity to ports of Vlora and Durrës and airport at Rinas</li> <li>4. Presence of banks: loans for businesses</li> <li>5. Proximity (25 km) to Mount Tomorri (2,416m) and other natural monuments</li> <li>6. Development support of successful and growing businesses</li> </ol>



<b>Negative</b>	<b><u>Weaknesses</u></b> <ol style="list-style-type: none"><li>1. Slow pace of decentralization process</li><li>2. Irregular electricity supply</li><li>3. Lack of overall urban plan for city</li><li>4. Lack of city ring road</li><li>5. Delay in transferring public properties under ownership of municipality</li><li>6. No loan system to support local government</li><li>7. Facilities for commerce poorly organized</li></ol>	<b><u>Threats</u></b> <ol style="list-style-type: none"><li>1. Migration of businesses</li><li>2. Emigration</li><li>3. Local government and government institutions may not coordinate efforts to use opportunities</li><li>4. Competition</li><li>5. Destruction of the old historic town and its unique architecture through illegal constructions and lack of financing</li><li>6. Specialists leaving city and moving to Tirana or abroad</li></ol>
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**b. Matrix of Plan goals, objectives, programmes and projects**

<b>VISION:</b>					
<b>Berat, the Noble City with Noble Hearts, will be a municipality thriving on sustainable economic development, with consolidation of its agribusinesses and handicrafts, and a family tourism centre focused on its unique history and culture</b>					
<b>Goal</b>	<b>Objective</b>	<b>Programme</b>	<b>Project</b>	<b>No.</b>	
<b>Goal 1: Development in the Berat region of agribusiness and the respective SMEs through appropriate utilisation of the potential in production, processing and marketing</b>	<b>G1:O1:</b> Development of Berat into the main regional centre for collecting and processing of farm products	<b>G1:O1:PG1:</b> Designation of appropriate spaces in the city for the establishment of agribusinesses  <b>G1:O1:PG2:</b> Improvement of existing infrastructure in areas appropriate for agribusinesses	<b>G1:O1:PG1:p1:</b> Compilation of a study for integrating agribusiness environments into the urban plan of the city  <b>G1:O1:PG1:p2:</b> Preparation of a study for the setting up of an agribusiness park for collection, processing and marketing of agricultural products for the region	<b>1</b>	
			<b>G1:O1:PG2:p1:</b> Rehabilitation of infrastructure in areas where agribusinesses already exist	<b>3</b>	
			<b>G1:O2:PG1:p1:</b> Setting up of a 'One-Stop-Shop' in Berat City Hall to facilitate procedures for businesses  <b>G1:O2:PG1:p2:</b> Preparation of a study on local fiscal policies related to agriculture	<b>4</b>	
			<b>G1:O2:PG1:p3:</b> Publication of a leaflet about possibilities and conditions for crediting local agribusinesses	<b>6</b>	
			<b>G1:O2:PG1:p4:</b> Organisation of periodic workshops on regional agribusiness developments with the participation of business related groups and interested institutions	<b>7</b>	
			<b>G1:O3:PG1:p1:</b> Establishment of an agribusiness association	<b>8</b>	
			<b>G1:O3:PG1:p2:</b> Organisation of a periodic fair of agricultural produce	<b>9</b>	
			<b>G1:O3:PG1:p3:</b> Periodic publication of a crop and livestock farming bulletin	<b>10</b>	
			<b>G1:O4:PG1:</b> Establishment of common standards for agricultural products	<b>11</b>	
		<b>G1:O4:</b> Improvement in production capacities and standards for agricultural products from the Berat region			



Goal	Objective	Programme	Project	No.	
<b>Goal 2: Tourism development for Berat through utilisation of its unique historical and cultural heritage</b>	<b>G2:O1:</b> Inclusion of historical and cultural objects and areas of the city as UNESCO protected heritage	<b>G2:O1:PG1:</b> Fulfilment of requirements for the inclusion of historical and cultural objects in Berat under the protection of UNESCO	<b>G2:O1:PG1:p1:</b> Preparation of a dossier on Berat that will serve as a basis for the Council of Ministers' efforts to include the city on the list of UNESCO world cultural heritage sites	<b>12</b>	
	<b>G2:O2:</b> Promotion of tourism in the city through provision of detailed up to date information	<b>G2:O2:PG1:</b> Coordination of efforts and definition of scope of responsibility among stakeholders to promote the city's tourism capacity	<b>G2:O2:PG1:p1:</b> Development of a joint action plan between the Municipality and private and state agencies operating in the field of tourism	<b>13</b>	
			<b>G2:O2:PG1:p2:</b> Setting up of a Municipal structure to collect and distribute data concerning tourism potential offered by the city	<b>14</b>	
			<b>G2:O2:PG1:p3:</b> Establishment of a Tourist Information Centre	<b>15</b>	
			<b>G2:O2:PG1:p4:</b> Preparation and distribution of a tourist guide book and development of a digital portal for the city	<b>16</b>	
		<b>G2:O3:</b> Restructuring and preservation of Berat's cultural and historical values	<b>G2:O3:PG1:</b> Inter-institutional definition of needs and possibilities of protecting and rehabilitating the city's historic and cultural values	<b>17</b>	
			<b>G2:O3:PG1:p1:</b> Conducting of a study on the needs for the reconstruction, maintenance, preservation and excavation of Berat's historical and cultural artefacts	<b>18</b>	
			<b>G2:O3:PG1:p2:</b> Periodic holding of debates in the media to analyse the condition of the city's cultural heritage and the activities of the agencies concerned		
		<b>G2:O4:</b> Increase in the service standards of hotels and other tourist related businesses	<b>G2:O4:PG1:</b> Increase to contemporary standards in the level of capacities and service of hotels in Berat	<b>G2:O4:PG1:p1:</b> Conducting of a series of training courses for businesses and agencies operating in the field of tourism	<b>19</b>
		<b>G2:O5:</b> Provision of support for artisan businesses	<b>G2:O5:PG1:</b> Facilitation of administrative procedures to assist traditional artisan businesses and provision of training for new apprentices	<b>G2:O5:PG1:p1:</b> Development of a city policy to set differential local taxes for artisan businesses	<b>20</b>
			<b>G2:O5:PG1:p2:</b> Establishment of short term training courses for people wanting to enter or recently employed in traditional artisan businesses	<b>21</b>	

Goal	Objective	Programme	Project	No.	
<b>Goal 3: Development of the urban environment of Berat in compliance with contemporary parameters and in harmony with specific features of the city</b>	<b>G3:O1:</b> Harmonisation of local and central sector plans within the framework of the General Regulatory Plan of the city	<b>G3:O1:PG1:</b> Consolidation of activities related to urban planning in the city and of the necessary logistics	<b>G3:O1:PG1:p1:</b> Establishment and capacity development of an Urban Planning Office in municipal government	22	
			<b>G3:O1:PG1:p2:</b> Development of a photogrammatic map of the city and updating of the engineering infrastructure	23	
			<b>G3:O1:PG1:p3:</b> Development of a draft overall Urban Regulatory Plan	24	
			<b>G3:O1:PG1:p4:</b> Development of partial regulatory urban plans for parts of the city with particular historical or cultural value	25	
			<b>G3:O1:PG1:p5:</b> Preparation of a project to construct a city ring road	26	
	<b>G3:O2:</b> Periodic monitoring and evaluation of the performance in implementing strategic plans	<b>G3:O2:</b> Improvement of infrastructure and increase in service provision capacities	<b>G3:O1:PG2:</b> Periodic monitoring and evaluation of the performance in implementing strategic plans	<b>G3:O1:PG2:p1:</b> Institutionalization of a biannual meeting of local actors to monitor and review the Economic Development Strategic Plan	27
				<b>G3:O2:PG1:p1:</b> Reconstruction of the city's drinking water and sewage systems and provision of a concessionary agreement for system management	28
				<b>G3:O2:PG1:p2:</b> Reconstruction of the 20kV electricity power supply line of the city	29
				<b>G3:O2:PG1:p3:</b> Extension of the city's existing fixed line telephone network	30
				<b>G3:O2:PG1:p4:</b> Reconstruction of the storm water drainage system in the Murat Çelebi district	31
				<b>G3:O2:PG1:p5:</b> Reconstruction of Babe Dude to Mulliri i Xhamos road	32
<b>G3:O2:</b> Rehabilitation of existing and construction of new infrastructure for areas where urban developments are envisaged	<b>G3:O2:</b> Increase in service provision capacities	<b>G3:O2:PG1:p6:</b> Rehabilitation of the façades of buildings on the city's main streets	<b>G3:O2:PG1:p6:</b> Rehabilitation of the façades of buildings on the city's main streets	33	
			<b>G3:O2:PG1:p7:</b> Building of a retail market in the Murat Çelebi district	34	
			<b>G3:O2:PG1:p8:</b> Construction of a high water drainage canal in the Barricade district	35	
			<b>G3:O2:PG1:p9:</b> Reconstruction of the road in the Gorice district	36	
			<b>G3:O2:PG1:p10:</b> Reconstruction of the road in the former NG in the Deshmoret e Kombit district	37	
			<b>G3:O2:PG1:p11:</b> Construction of an orphanage in the city	38	



Goal	Objective	Programme	Project	No.	
<b>Goal 3: Development of the urban environment of Berat in compliance with contemporary parameters and in harmony with specific features of the city</b>		<b>G3:O2:PG1:</b> Rehabilitation of the existing and construe of new infrastructure for areas where urban developments are envisaged	<b>G3:O2:PG1:p12:</b> Reconstruction of the 9-Year '22 October' School <b>G3:O2:PG1:p13:</b> Reconstruction of the 9-Year '28 November' School	<b>39</b>  <b>40</b>	
		<b>G3:O2:</b> Improvement of infrastructure and increase in service provision capacities	<b>G3:O2:PG2:</b> Strengthening of maintenance capacities of public service providers while setting delivery standards <b>G3:O2:PG3:</b> Definition of an adequate cost : tariff ratio for provision of services in accordance with the social policies of the municipality <b>G3:O2:PG4:</b> Improvement of health and social services in the city	<b>G3:O2:PG1:p14:</b> Reconstruction of the centre for hand-played sports	<b>41</b>
			<b>G3:O2:PG2:p1:</b> Development of capacities of public enterprises and contracted out businesses that provide city services, though compilation and implementation of technical-economic standards and norms	<b>G3:O2:PG3:p1:</b> Conduct a study to balance costs and tariffs for provision of city services	<b>42</b>  <b>43</b>
				<b>G3:O2:PG4:p1:</b> Preparation of a set of measures to increase the standards of social services provided to marginalised groups	<b>44</b>
				<b>G3:O3:PG1:p1:</b> Establishment of a system to control the level of pollution created by businesses operating at the municipal or regional level	<b>45</b>
			<b>G3:O3:PG1:</b> Management of the environment through inter- institutional cooperation and increase in human resources and logistics	<b>G3:O3:PG1:p2:</b> Provision of equipment necessary to analyse and monitor environmental standards and of training required to operate the equipment <b>G3:O3:PG1:p3:</b> Holding, once a quarter, of a round-table among institutions and organizations operating in the field of environment to discuss environmental protection	<b>46</b>  <b>47</b>
		<b>G3:O3:</b> Achievement of optimal environmental standards in the city		<b>G3:O3:PG1:p4:</b> Preparation of Environmental Impact Assessment maps of the city and the development of action plans to eliminate threats	<b>48</b>

Goal	Objective	Programme	Project	No.
<b>Goal 3: Development of the urban environment of Berat in compliance with contemporary parameters and in harmony with specific features of the city</b>	<b>G3:O3:</b> Achievement of optimal environmental standards in the city	<b>G3:O3:PG2:</b> Active participation of civil society in trying to solve environmental problems	<b>G3:O3:PG2:p1:</b> Preparation of publications to raise the level of environmental awareness in the city	49
			<b>G3:O3:PG2:p2:</b> Organization in the media of a programme of public debate to raise in the community awareness of environmental issues	50
			<b>G3:O3:PG2:p3:</b> Organization of monthly meetings with the participation of representatives of the Citizens' Commission, Students Union, businesses and NGOs to discuss environmental issues	51
			<b>G3:O3:PG2:p4:</b> Establish in City Hall a direct electronic communications line to gather claims and suggestions regarding environmental issues of concern to the community	52



### c. Matrix of Plan implementation

B, Business community; CCI, Chamber of Commerce and Industry ; D, Donors; DAF, Regional Directorate of Agriculture and Food ; DE, Regional Directorate of Environment; DH, Regional Directorate of Health, G, Central government; ICM, Institute of Cultural Monuments; L, Local community; M, Municipality; ME, Ministry of Environment; MH, Ministry of Health; R, Regional Council; SME, Small and Medium Size Enterprises; T, Tourists.

Project No.	Project title	Value (Leke)	Value (€)*	Financial contribution										Implementation		Targeted group
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End		
				%	Leke	%	Leke	%	Leke	%	Leke					
1	<b>G1:O1:PG1:pl:</b> Compilation of a study for integrating agribusiness environments into the urban plan of the city	250,000	2,000	50	125,000	0	0	35	87,500	15	37,500	M, R, CCI	2008	2009	L, SME	
2	<b>G1:O1:PG1:p2:</b> Preparation of a study for the setting up of an agribusiness park for collection, processing and marketing of agricultural products for the region	1,875,000	15,000	50	937,500	0	0	0	0	50	937,500	M, R, CCI	2008	2008	L, SME	
3	<b>G1:O1:PG2:pl:</b> Rehabilitation of infrastructure in areas where agribusinesses already exist	18,750,000	150,000	40	7,500,000	0	0	50	9,375,000	10	1,875,000	M, KESH, CCI	2008	2009	L, B	
4	<b>G1:O2:PG1:pl:</b> Setting up of a 'One-Stop-Shop' in Berat City Hall to facilitate procedures for businesses	3,125,000	25,000	60	1,875,000	10	312,500	0	0	30	937,500	M, R, CCI	2005	2006	L, SME	
5	<b>G1:O2:PG1:p2:</b> Preparation of a study on local fiscal policies related to agriculture	375,000	3,000	70	262,500	0	0	0	0	30	112,500	M, R, CCI	2006	2007	L, SME	



Project No.	Project title	Value (Leke)	Value (€)*	Financial contribution										Implementation			Targeted group
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End			
				%	Leke	%	Leke	%	Leke	%	Leke						
6	<b>G1:O2:PG1:sp3:</b> Publication of a leaflet about possibilities and conditions for crediting local agribusinesses	62,500	500	10	6,250	0	0	0	0	90	56,250	M, CCI	2008	2008	L, B		
7	<b>G1:O2:PG1:sp4:</b> Organisation of periodic workshops on regional agribusiness developments with the participation of business related groups and interested institutions	1,250,000	10,000	20	250,000	0	0	10	125,000	70	875,000	M, CCI	2005	2010	L, B		
8	<b>G1:O3:PG1:sp1:</b> Establishment of an agribusiness association	375,000	3,000	5	18,750	20	75,000	0	0	75	281,250	M, R, CCI	2006	2007	L, B		
9	<b>G1:O3:PG1:sp2:</b> Organisation of a periodic fair of agricultural produce	1,000,000	8,000	15	150,000	40	400,000	0	0	45	450,000	M, CCI, D	2007	2010	L, B		
10	<b>G1:O3:PG1:sp3:</b> Periodic publication of a crop and livestock farming bulletin	1,250,000	10,000	10	125,000	0	0	20	250,000	70	875,000	M, R, CCI, DAF	2005	2006	L, B		
11	<b>G1:O4:PG1:sp1:</b> Preparation of an information bulletin on agricultural standards and market trends both in the region and abroad	625,000	5,000	20	125,000	10	62,500	0	0	70	437,500	M, R, CCI	2007	2008	L, B		
12	<b>G2:O1:PG1:sp1:</b> Preparation of a dossier on Berat that will serve as a basis for the Council of Ministers' efforts to include the city on the list of UNESCO world cultural heritage sites	625,000	5,000	20	125,000	0	0	0	0	80	500,000	M, R, CCI	2005	2006	L, B		



# MUNICIPALITY of BERAT

Project No.	Project title	Value (Leke)	Value (€)*	Financial contribution								Implementation			Targeted group	
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End		
				%	Leke	%	Leke	%	Leke	%	Leke					
13	<b>G2:O2:PG1:p1:</b> Development of a joint action plan between the Municipality and private and state agencies operating in the field of tourism	625,000	5,000	50	312,500	0	0	0	0	0	50	312,500	M, D, ICM	2005	2010	L, B
14	<b>G2:O2:PG1:p2:</b> Setting up of a Municipal structure to collect and distribute data concerning tourism potential offered by the city	1,250,000	10,000	30	375,000	10	125,000	0	0	60	750,000	M, D	2005	2006	L, B	
15	<b>G2:O2:PG1:p3:</b> Establishment of a Tourist Information Centre	2,500,000	20,000	10	250,000	0	0	50	1,250,000	40	1,000,000	M, CCI, ICM	2005	2006	L, B	
16	<b>G2:O2:PG1:p4:</b> Preparation and distribution of a tourist guide book and development of a digital portal for the city	1,250,000	10,000	50	625,000	0	0	0	0	50	625,000	M, D, ICM	2006	2006	L, B	
17	<b>G2:O3:PG1:p1:</b> Conducting of a study on the needs for the reconstruction, maintenance, preservation and excavation of Berat's historical and cultural artefacts	562,500	4,500	20	112,500	10	56,250	0	0	70	393,750	M, D, ICM	2005	2006	L, B	
18	<b>G2:O3:PG1:p2:</b> Periodic holding of debates in the media to analyse the condition of the city's cultural heritage and the activities of the agencies concerned	312,500	2,500	50	156,250	0	0	0	0	50	156,250	M, D, ICM	2006	2007	L, B, T	

Project No.	Project title	Value (Leke)	Value (€)*	Financial contribution										Implementation			Targeted group
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End			
				%	Leke	%	Leke	%	Leke	%	Leke						
19	<b>G2:O4:PG1:p1:</b> Conducting of a series of training courses for businesses and agencies operating in the field of tourism	1,250,000	10,000	30	375,000	0	0	0	0	0	70	875,000	M, D, ICM	2005	2010	L, B, T	
20	<b>G2:O5:PG1:p1:</b> Development of a city policy to set differential local taxes for artisan businesses	625,000	5,000	50	312,500	0	0	0	0	0	50	312,500	M, D, ICM, G	2006	2010	L, B	
21	<b>G2:O5:PG1:p2:</b> Establishment of short term training courses for people wanting to enter or recently employed in traditional artisan businesses	3,125,000	25,000	20	625,000	10	312,500	0	0	0	70	2,187,500	M, D, B	2007	2008	L, B	
22	<b>G3:O1:PG1:p1:</b> Establishment and capacity development of an Urban Planning Office in municipal government	1,875,000	15,000	60	1,125,000	0	0	0	0	0	40	750,000	M, D, B, G	2005	2010	L, B	
23	<b>G3:O1:PG1:p2:</b> Development of a photogrammatic map of the city and updating of the engineering infrastructure	5,000,000	40,000	10	500,000	0	0	0	0	0	90	4,500,000	M, D	2005	2006	L, B	
24	<b>G3:O1:PG1:p3:</b> Development of a draft overall Urban Regulatory Plan	7,500,000	60,000	30	2,250,000	0	0	40	3,000,000	0	30	2,250,000	M, D, G, R	2006	2007	L, B	



# MUNICIPALITY of BERAT

Project No.	Project title	Value (Leke)	Value (€) *	Financial contribution						Implementation			Targeted group		
				Municipality		Communities		Central gov.		Other donors		Partners		Start	End
				%	Leke	%	Leke	%	Leke	%	Leke				
25	<b>G3:O1:PG1:p4:</b> Development of partial regulatory urban plans for parts of the city with particular historical or cultural value	2,500,000	20,000	20	500,000	0	0	0	0	80	2,000,000	M, D, G, R	2005	2006	L, B
26	<b>G3:O1:PG1:p5:</b> Preparation of a project to construct a city ring road	3,750,000	30,000	10	375,000	0	0	60	2,250,000	30	1,125,000	M, D, G, R	2005	2007	L, B
27	<b>G3:O1:PG2:pl:</b> Institutionalization of a biannual meeting of local actors to monitor and review the Economic Development Strategic Plan	625,000	5,000	30	187,500	0	0	20	125,000	50	312,500	M, D, CCI	2005	2010	L, B
28	<b>G3:O2:PG1:pl:</b> Reconstruction of the city's drinking water and sewage systems and provision of a concessionary agreement for system management	1,475,000,000	11,800,000	20	295,000,000	0	0	60	885,000,000	20	295,000,000	M, D, G, R	2008	2008	L, B
29	<b>G3:O2:PG1:p2:</b> Reconstruction of the 20kV electricity power supply line of the city	725,000,000	5,800,000	10	72,500,000	0	0	40	290,000,000	50	362,500,000	M, D, G, R	2005	2007	L, B
30	<b>G3:O2:PG1:p3:</b> Extension of the city's existing fixed line telephone network	18,750,000	150,000	10	1,875,000	0	0	10	1,875,000	80	15,000,000	M, D, G, R	2005	2010	L, B
31	<b>G3:O2:PG1:p4:</b> Reconstruction of the storm water drainage system in the Murat Çelebi district	83,750,000	670,000	40	33,500,000	0	0	40	33,500,000	20	16,750,000	M, D, G, R	2006	2008	L, B
32	<b>G3:O2:PG1:p5:</b> Reconstruction of Babe Dede to Mulliri i Xhamos road	11,250,000	90,000	40	4,500,000	0	0	60	6,750,000	0	0	M, G, R	2007	2008	L, B

Project No.	Project title	Value (Leke)	Value (€)*	Financial contribution										Implementation			Targeted group
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End			
				%	Leke	%	Leke	%	Leke	%	Leke						
33	<b>G3:O2:PGI:p6:</b> Rehabilitation of the façades of buildings on the city's main streets	15,000,000	120,000	30	4,500,000	20	3,000,000	0	0	0	0	50	7,500,000	M, D, G, R	2006	2007	L, B
34	<b>G3:O2:PGI:p7:</b> Building of a retail market in the Murat Çelebi district	8,375,000	67,000	70	5,862,500	0	0	0	0	0	0	30	2,512,500	M, G	2005	2006	L, B
35	<b>G3:O2:PGI:p8:</b> Construction of a high water drainage canal in the Barricade district	88,750,000	710,000	20	17,750,000	0	0	80	71,000,000	0	0	0	0	M, G	2006	2008	L, B
36	<b>G3:O2:PGI:p9:</b> Reconstruction of the road in the Gorice district	85,625,000	685,000	10	8,562,500	0	0	90	77,062,500	0	0	0	0	M, G	2006	2008	L, B
37	<b>G3:O2:PGI:p10:</b> Reconstruction of the road in the former NG in the Deshmoret e Kombit district	21,750,000	174,000	20	4,350,000	0	0	80	17,400,000	0	0	0	0	M, G	2005	2006	L, B
38	<b>G3:O2:PGI:p11:</b> Construction of an orphanage in the city	56,250,000	450,000	30	16,875,000	0	0	40	22,500,000	30	16,875,000	0	0	M, G	2007	2008	L, B
39	<b>G3:O2:PGI:p12:</b> Reconstruction of the 9-Year '22 October' School	13,875,000	111,000	50	6,937,500	0	0	50	6,937,500	0	0	0	0	M, G	2005	2006	L, B
40	<b>G3:O2:PGI:p13:</b> Reconstruction of the 9-Year '28 November' School	27,500,000	220,000	50	13,750,000	0	0	50	13,750,000	0	0	0	0	M, G	2006	2007	L, B
41	<b>G3:O2:PGI:p14:</b> Reconstruction of the centre for hand-played sports	6,250,000	50,000	20	1,250,000	0	0	30	1,875,000	50	3,125,000	0	0	M, G, D	2007	2008	L, B



# MUNICIPALITY of BERAT

Project No.	Project title	Value (Leke)	Value (€) *	Financial contribution								Implementation			Targeted group
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End	
%	Leke	%	Leke	%	Leke	%	Leke	%	Leke						
42	<b>G3:O2:PG2:pl:</b> Development of capacities of public enterprises and contracted out businesses that provide city services, though compilation and implementation of technical-economical standards and norms	12,500,000	100,000	60	7,500,000	0	0	20	2,500,000	20	2,500,000	M, G, D	2005	2008	L, B
43	<b>G3:O2:PG3:pl:</b> Conduct a study to balance costs and tariffs for provision of city services	25,000	200	100	25,000	0	0	0	0	0	0	M	2005	2005	L, B
44	<b>G3:O2:PG4:pl:</b> Preparation of a set of measures to increase the standards of social services provided to marginalised groups	0	0	0	0	0	0	0	0	0	0	M, D, MH, CCI			L, B
45	<b>G3:O3:PG1:pl:</b> Establishment of a system to control the level of pollution created by businesses operating at the municipal or regional level	1,250,000	10,000	10	125,000	0	0	90	1,125,000	0	0	M, G	2006	2010	L, B
46	<b>G3:O3:PG1:p2:</b> Provision of equipment necessary to analyse and monitor environmental standards and of training required to operate the equipment	6,250,000	50,000	0	0	0	0	70	4,375,000	30	1,875,000	ME, M, DE	2006	2006	L, B

Project No.	Project title	Value (Leke)	Value (€) *	Financial contribution								Implementation			Targeted group
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End	
				%	Leke	%	Leke	%	Leke	%	Leke				
47	<b>G3:O3:PG1:p3:</b> Holding, once a quarter, of a round-table among institutions and organizations operating in the field of environment to discuss environmental protection	250,000	2,000	30	75,000	0	0	30	75,000	40	100,000	M, DE, D	2005	2010	L, B
48	<b>G3:O3:PG1:p4:</b> Preparation of Environmental Impact Assessment maps of the city and the development of action plans to eliminate threats	1,250,000	10,000	10	125,000	0	0	40	500,000	50	625,000	M, DE, D	2006	2007	L, B
49	<b>G3:O3:PG2:p1:</b> Preparation of publications to raise the level of environmental awareness in the city	500,000	4,000	0	0	0	0	0	0	100	500,000	D, M, G	2006	2010	L, B
50	<b>G3:O3:PG2:p2:</b> Organization in the media of a programme of public debate to raise in the community awareness of environmental issues	250,000	2,000	20	50,000	0	0	50	125,000	30	75,000	D, M, G	2006	2010	L, B
51	<b>G3:O3:PG2:p3:</b> Organization of monthly meetings with the participation of representatives of the Citizens' Commission, Students Union, businesses and NGOs to discuss environmental issues	125,000	1,000	40	50,000	0	0	0	0	60	75,000	M, DE, D	2006	2010	L, B



Project No.	Project title	Value (Leke)	Value (€) *	Financial contribution								Implementation			Targeted group	
				Municipality		Communities		Central gov.		Other donors		Partners	Start	End		
				%	Leke	%	Leke	%	Leke	%	Leke					
52	G3:O3:PG2:p4: Establish in City Hall a direct electronic communications line to gather claims and suggestions regarding environmental issues of concern to the community	137,500	1,100	50	68,750	0	0	0	0	0	50	68,750	M, D	2006	2010	L, B
	<b>Total</b>	<b>2,721,975,000</b>	<b>21,775,800</b>		<b>514,812,500</b>		<b>1,452,812,500</b>		<b>750,006,250</b>							
	<b>Percentage</b>	<b>100</b>	<b>100</b>		<b>18.91</b>		<b>53.37</b>		<b>27.55</b>							

\*, 1 Euro = 125 Leke; 1 USD= 100 Leke



**d. Matrix of prioritisation of projects**

Strategic Plan for Economic of Berat Municipality		Goal			Number of points
		Development in the Berat region of agribusiness and the respective SMEs through appropriate utilisation of the potential in production, processing and marketing	Tourism development for Berat through utilisation of its unique historical and cultural heritage	Development of the urban environment of Berat in compliance with contemporary parameters and in harmony with specific features of the city	
No.	Project	1	2	3	
1	<b>G1:O1:PG1:p1:</b> Compilation of a study for integrating agribusiness environments into the urban plan of the city	1		1	2
2	<b>G1:O1:PG1:p2:</b> Preparation of a study for the setting up of an agribusiness park for collection, processing and marketing of agricultural products for the region	1		1	2
3	<b>G1:O1:PG2:p1:</b> Rehabilitation of infrastructure in areas where agribusinesses already exist	1		1	2
4	<b>G1:O2:PG1:p1:</b> Setting up of a 'One-Stop-Shop' in Berat City Hall to facilitate procedures for businesses	1			1
5	<b>G1:O2:PG1:p2:</b> Preparation of a study on local fiscal policies related to agriculture	1			1
6	<b>G1:O2:PG1:p3:</b> Publication of a leaflet about possibilities and conditions for crediting local agribusinesses	1			1
7	<b>G1:O2:PG1:p4:</b> Organisation of periodic workshops on regional agribusiness developments with the participation of business related groups and interested institutions	1			1
8	<b>G1:O3:PG1:p1:</b> Establishment of an agribusiness association	1			1
9	<b>G1:O3:PG1:p2:</b> Organisation of a periodic fair of agricultural produce	1	1		2
10	<b>G1:O3:PG1:p3:</b> Periodic publication of a crop and livestock farming bulletin	1			1



No.	Project	1	2	3	Pts.
11	<b>G1:O4:PG1:p1:</b> Preparation of an information bulletin on agricultural standards and market trends both in the region and abroad	1	1		2
12	<b>G2:O1:PG1:p1:</b> Preparation of a dossier on Berat that will serve as a basis for the Council of Ministers' efforts to include the city on the list of UNESCO world cultural heritage sites		1	1	2
13	<b>G2:O2:PG1:p1:</b> Development of a joint action plan between the Municipality and private and state agencies operating in the field of tourism		1		1
14	<b>G2:O2:PG1:p2:</b> Setting up of a Municipal structure to collect and distribute data concerning tourism potential offered by the city		1		1
15	<b>G2:O2:PG1:p3:</b> Establishment of a Tourist Information Centre		1		1
16	<b>G2:O2:PG1:p4:</b> Preparation and distribution of a tourist guide book and development of a digital portal for the city	1	1		2
17	<b>G2:O3:PG1:p1:</b> Conducting of a study on the needs for the reconstruction, maintenance, preservation and excavation of Berat's historical and cultural artefacts		1	1	2
18	<b>G2:O3:PG1:p2:</b> Periodic holding of debates in the media to analyse the condition of the city's cultural heritage and the activities of the agencies concerned		1		1
19	<b>G2:O4:PG1:p1:</b> Conducting of a series of training courses for businesses and agencies operating in the field of tourism		1	1	2
20	<b>G2:O5:PG1:p1:</b> Development of a city policy to set differential local taxes for artisan businesses	1	1		2
21	<b>G2:O5:PG1:p2:</b> Establishment of short term training courses for people wanting to enter or recently employed in traditional artisan businesses		1		1
22	<b>G3:O1:PG1:p1:</b> Establishment and capacity development of an Urban Planning Office in municipal government			1	1
23	<b>G3:O1:PG1:p2:</b> Development of a photogrammatic map of the city and updating of the engineering infrastructure		1	1	2
24	<b>G3:O1:PG1:p3:</b> Development of a draft overall Urban Regulatory Plan		1	1	2

No.	Project	1	2	3	Pts.
25	<b>G3:O1:PG1:p4:</b> Development of partial regulatory urban plans for parts of the city with particular historical or cultural value		1	1	2
26	<b>G3:O1:PG1:p5:</b> Preparation of a project to construct a city ring road			1	1
27	<b>G3:O1:PG2:p1:</b> Institutionalization of a biannual meeting of local actors to monitor and review the Economic Development Strategic Plan	1	1	1	3
28	<b>G3:O2:PG1:p1:</b> Reconstruction of the city's drinking water and sewage systems and provision of a concessionary agreement for system management		1	1	2
29	<b>G3:O2:PG1:p2:</b> Reconstruction of the 20kV electricity power supply line of the city		1	1	2
30	<b>G3:O2:PG1:p3:</b> Extension of the city's existing fixed line telephone network		1	1	2
31	<b>G3:O2:PG1:p4:</b> Reconstruction of the storm water drainage system in the Murat Çelebi district		1	1	2
32	<b>G3:O2:PG1:p5:</b> Reconstruction of Babe Dude to Mulliri i Xhamos road		1	1	2
33	<b>G3:O2:PG1:p6:</b> Rehabilitation of the façades of buildings on the city's main streets		1	1	2
34	<b>G3:O2:PG1:p7:</b> Building of a retail market in the Murat Çelebi district	1		1	2
35	<b>G3:O2:PG1:p8:</b> Construction of a high water drainage canal in the Barricade district			1	1
36	<b>G3:O2:PG1:p9:</b> Reconstruction of the road in the Gorice district		1	1	2
37	<b>G3:O2:PG1:p10:</b> Reconstruction of the road in the former NG in the Deshmoret e Kombit district			1	1
38	<b>G3:O2:PG1:p11:</b> Construction of an orphanage in the city			1	1
39	<b>G3:O2:PG1:p12:</b> Reconstruction of the 9-Year '22 October' School			1	1
40	<b>G3:O2:PG1:p13:</b> Reconstruction of the 9-Year '28 November' School			1	1
41	<b>G3:O2:PG1:p14:</b> Reconstruction of the centre for hand-played sports		1	1	2



No.	Project	1	2	3	Pts.
42	<b>G3:O2:PG2:p1:</b> Development of capacities of public enterprises and contracted out businesses that provide city services, though compilation and implementation of technical-economical standards and norms		1	1	2
43	<b>G3:O2:PG3:p1:</b> Conduct a study to balance costs and tariffs for provision of city services	1		1	2
44	<b>G3:O2:PG4:p1:</b> Preparation of a set of measures to increase the standards of social services provided to marginalised groups			1	1
45	<b>G3:O3:PG1:p1:</b> Establishment of a system to control the level of pollution created by businesses operating at the municipal or regional level			1	1
46	<b>G3:O3:PG1:p2:</b> Provision of equipment necessary to analyse and monitor environmental standards and of training required to operate the equipment		1	1	2
47	<b>G3:O3:PG1:p3:</b> Holding, once a quarter, of a round-table among institutions and organizations operating in the field of environment to discuss environmental protection			1	1
48	<b>G3:O3:PG1:p4:</b> Preparation of Environmental Impact Assessment maps of the city and the development of action plans to eliminate threats			1	1
49	<b>G3:O3:PG2:p1:</b> Preparation of publications to raise the level of environmental awareness in the city			1	1
50	<b>G3:O3:PG2:p2:</b> Organization in the media of a programme of public debate to raise in the community awareness of environmental issues			1	1
51	<b>G3:O3:PG2:p3:</b> Organization of monthly meetings with the participation of representatives of the Citizens' Commission, Students Union, businesses and NGOs to discuss environmental issues			1	1
52	<b>G3:O3:PG2:p4:</b> Establish in City Hall a direct electronic communications line to gather claims and suggestions regarding environmental issues of concern to the community			1	1

**e. Project fiches**

<i>No. 1</i>	<b>Project G1:O1:PG1:p1:</b> Compilation of a study for integrating agribusiness environments into the urban plan of the city	<b>Type of programme G1:O1:PG1:</b> Designation of appropriate spaces in the city for the establishment of agribusinesses
<b>Brief description of project</b> This project aims to determine appropriate space and locations in the city where agribusinesses can be established, to modern functional and urban standards. The following steps are foreseen: <ul style="list-style-type: none"> <li>Establishment of a team to prepare Terms of Reference in collaboration with the Association of Agribusinesses;</li> <li>Development of a study to determine possible sites for development of production, processing and trading of agro-products;</li> <li>Presentation of the results of the study to the structures responsible for urban planning.</li> </ul>		
<b>Expected results</b> Location and space required for agribusinesses determined Adequate functional structure designed SMEs orientated appropriately Necessary urban space provided for development of new businesses Partnerships established between local government and local businesses		<b>Targeted groups</b> SMEs (particularly agribusinesses) Chamber of Commerce and Industry Municipality Entire community
<b>Possible actors</b> Programming & Development and Urban Directorates of Municipality Programming and Implementation Directorate Regional Council Chamber of Commerce and Industry		<b>Possible contributors to the project</b> Municipality Regional Council Regional Agency for Development of Business Central government Interested donors
<b>Pre-conditions</b> Inter-institutional agreement signed between Municipality and Regional Council Recognition of adequate capacities for development of businesses		<b>Risk factors</b> Lack of confidence in local government organs Negligence in carrying out respective obligations Lack of cooperation among implementing parties
<b>Estimated expenses</b>		
<b>Total</b>		<b>2,000 euros</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Six months		<b>Impact period</b> After July 2005



<i>No. 2</i>	<p><b>Project G1:O1:PG1:p2:</b> Preparation of a study for the setting up of an agribusiness park for collection, processing and marketing of agricultural products for the region</p>	<p><b>Type of programme G1:O1:PG1:</b> Designation of appropriate spaces in the city for the establishment of agribusinesses</p>
<p><b>Brief description of project</b> This project aims to design a modern Industrial Zone (IZ) sufficient for the collecting, processing and marketing of agricultural and dairy produce at the regional level. The following steps are foreseen:          Establishment of a team of experts to carry out a feasibility study;          Approval of terms of reference on which the study will be based;          Development of a range of different possible scenarios in the study;          Selection of best scenario with respect to cost and functionality;          Approval of study by Municipal Council and Council for Territorial Regulation of City;          Inclusion of study in technical file of development of general regulatory plan of city.</p>		
<p><b>Expected results</b>          Coordination of efforts among various actors          Establishment of a well-organised IZ          Reduced expenses for businesses          Creation of appropriate infrastructure          Increased productivity and facilitation of businesses to find new spaces in the market          Local government takes on and plays leading role in economic development of city</p>		<p><b>Targeted groups</b>          SMEs (specifically agribusinesses)          Chamber of Commerce and Industry          Municipality          Entire community</p>
<p><b>Possible actors</b>          Programming &amp; Development and Urban Directorates of Municipality          Programming and Implementation Directorate          Regional Council          Chamber of Commerce and Industry</p>		<p><b>Possible contributors to the project</b>          Municipality          Regional Council          Regional Agency for Development of Business          Ministry of Economy          Interested donors</p>
<p><b>Pre-conditions</b>          Inter-institutional agreement signed between Municipality and Regional Council</p>		<p><b>Risk factors</b>          Lack of confidence in local government organs          Negligence in carrying out respective obligations          Lack of cooperation among implementing parties</p>
<p><b>Estimated expenses</b>  <b>Total</b> <span style="float: right;"><b>15,000 euros</b></span></p>		
<p><b>Contact person for project</b>          Municipality</p>		
<p><b>Implementation period</b>          Six months</p>		<p><b>Impact period</b>          After April 2006</p>

<b>No. 3</b>	<b>Project G1:O1:PG2:p1:</b> Rehabilitation of infrastructure in areas where agribusinesses already exist	<b>Type of programme G1:O1:PG2:</b> Improvement of existing infrastructure in areas appropriate for agribusinesses
<p><b>Brief description of project</b></p> <p>This project aims to install an electricity supply line for those agribusinesses that are already established and to rehabilitate the local infrastructure, including sewage and water supply systems, roads, telephone lines, etc. The project foresees the following:</p> <ul style="list-style-type: none"> <li>Establishment of a team of experts to assess needs and define terms of reference for the project;</li> <li>Development of draft project and undertaking of preliminary consultations with businesses and public enterprises that provide services in the city (in particular the Electricity Supply Corporation) in order to determine each actor's share of investment;</li> <li>Development of project and estimation of real costs;</li> <li>Signing of Memorandum of Understanding;</li> <li>Implementation of project and monitoring of results.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Continuous electricity supply delivered for businesses</li> <li>Improved infrastructure</li> <li>Increased efficiency of manufacturing businesses</li> <li>Better control of electricity consumption created</li> <li>Improved environments for these areas</li> <li>Reduced unemployment</li> <li>Creation of a local government that plays a leading role in assisting businesses</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Agribusinesses</li> <li>Chamber of Commerce and Industry</li> <li>Local government</li> <li>KESH</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Electricity Supply Corporation (KESH)</li> <li>Municipality</li> <li>Chamber of Commerce and Industry</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>KESH</li> <li>Municipality</li> <li>Regional Agency for Development of Business</li> <li>Regional Directorate of Food and Agriculture</li> <li>Interested donors</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Relationships established and inter-institutional agreement signed between municipality and businesses</li> <li>Experts found to carry out study</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of confidence in local government organs</li> <li>Tendency of informal businesses to ignore the process</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<b>150,000 euros</b>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Twelve months</p>		<p><b>Impact period</b></p> <p>After March 2006</p>



<i>No. 4</i>	<b>Project G1:O2:PG1:p1:</b> Setting up of a 'One-Stop-Shop' in Berat City Hall to facilitate procedures for businesses	<b>Type of programme G1:O2:PG1:</b> Provision of support, facilitation of administrative procedures and fiscal obligations and training for, and information on loans for agribusiness SMEs
<b>Brief description of project</b> This project aims to establish an administrative structure, of a One-Stop-Shop type, in order to provide adequate information for businesses, improve licensing procedures and provide appropriate services with regard to institutional practices. It foresees the following: Appropriate space ensured; Support logistics provided in order for the office to function properly; Specialised staff hired and trained in relevant office activities; Communications network built, both within the municipality and with other institutions.		
<b>Expected results</b> Improved efficiency and suitability of provision of information Relevant information made available Appropriate orientation of SMEs Bureaucratic procedures speeded up Local public institutions positioned appropriately for development of businesses Transparency and partnership ensured		<b>Targeted groups</b> SMEs (specifically agribusinesses) Chamber of Commerce and Industry Municipality Entire community
<b>Possible actors</b> Programming & Development Directorate of Municipality Programming & Implementation Directorate Regional Council Chamber of Commerce and Industry		<b>Possible contributors to the project</b> Municipality Regional Council Regional Agency for Development of Business Ministry of Economy Interested donors
<b>Pre-conditions</b> Inter-institutional agreement signed between Municipality and Regional Council		<b>Risk factors</b> Lack of confidence in local government organs
<b>Estimated expenses</b> <b>Total</b> <span style="float: right;"><b>25,000 euros per year</b></span>		
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Twelve months		<b>Impact period</b> After March 2006



<b>No. 5</b>	<p><b>Project G1:O2:PG1:p2:</b> Preparation of a study on local fiscal policies related to agriculture</p>	<p><b>Type of programme G1:O2:PG1:</b> Provision of support, facilitation of administrative procedures and fiscal obligations and training for, and information on loans for agribusiness SMEs</p>
<p><b>Brief description of project</b> This project aims to determine the legal spaces, possibilities and institutional approaches required to reduce fiscal barriers to development of SMEs. It will achieve this through the following:</p> <ul style="list-style-type: none"> <li>Establishing a team comprising institutional experts from the Regional Development Agency, businesses and Association of Agribusinesses;</li> <li>Creating a database, analysing the data and determining possibilities and spaces available;</li> <li>Preparing a study;</li> <li>Presenting the study to the decision-making institutions;</li> <li>Seeking support of institutions affected by the decisions that will be taken.</li> </ul>		
<p><b>Expected results</b> Improved efficiency and suitability of fiscal policies Recognition of situation Appropriate orientation of SMEs Reduced fiscal barriers. SMEs protected and creation of new businesses promoted Partnership established between local government and business</p>		<p><b>Targeted groups</b> SMEs (specifically agribusinesses) Chamber of Commerce and Industry Municipality Entire community</p>
<p><b>Possible actors</b> Programming &amp; Development Directorate of Municipality Programming &amp; Implementation Directorate Chamber of Commerce and Industry</p>		<p><b>Possible contributors to the project</b> Municipality Regional Council Regional Agency for Development of Business Ministry of Economy Interested donors</p>
<p><b>Pre-conditions</b> Inter-institutional agreement signed between Municipality, Regional Council and Chamber of Commerce and Industry</p>		<p><b>Risk factors</b> Lack of confidence in local government organs Negligence in carrying out respective obligations Lack of cooperation among implementing parties</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>3,000 euros</b></span></p>		
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Six months</p>		<p><b>Impact period</b> After July 2005</p>



<b>No. 6</b>	<b>Project G1:O2:PG1:p3:</b> Publication of a leaflet about possibilities and conditions for crediting local agribusinesses	<b>Type of programme G1:O2:PG1:</b> Provision of support, facilitation of administrative procedures and fiscal obligations and training for, and information on loans for agribusiness SMEs
<b>Brief description of project</b> This project aims at the institutionalisation of an appropriate partnership between the banks that operate in the city and the Municipality in order to recognise the capabilities and spaces for applying financing conditions for local businesses. The following steps are foreseen to be taken: Initiating of a round-table between Municipality and banks that operate in the city; Signing of a multilateral memorandum of understanding; Collecting of periodic technical and financial data regarding financing possibilities; Publishing of data for the business community through the Chamber of Commerce and Industry.		
<b>Expected results</b> Partnership institutionalised Financing possibilities evidenced Procedures and conditions for financing relaxed Efficiency of manufacturing businesses increased Competitiveness of local businesses improved Leading role in helping businesses taken by local government		<b>Targeted groups</b> Agribusinesses Chamber of Commerce and Industry Local Government
<b>Possible actors</b> Municipality Chamber of Commerce and Industry		<b>Possible contributors to the project</b> Municipality Chamber of Commerce and Industry Interested donors
<b>Pre-conditions</b> Relationships established and inter-institutional agreement signed Experts found to carry out the study		<b>Risk factors</b> Lack of confidence in local government organs Negligence in process
<b>Estimated expenses</b> <b>Total</b>		<b>500 euros</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> One month		<b>Impact period</b> After January 2006

<i>No. 7</i>	<p><b>Project G1:O2:PG1:p4:</b>          Organisation of periodic workshops on regional agribusiness developments with the participation of business related groups and interested institutions</p>	<p><b>Type of programme G1:O2:PG1:</b>          Provision of support, facilitation of administrative procedures and fiscal obligations and training for, and information on loans for agribusiness SMEs</p>
<p><b>Brief description of project</b>          The project aims to institutionalise round-tables held with local actors and central organs in order to understand better the situation for agribusinesses in Berat, and to plan ways of improving the situation. Measures will be taken for the following issues:          Determining curricula for and staff that will be present at the workshops;          Determining appropriate spaces and logistics for the workshops;          Ensuring excellent participation through public invitation;          Analysing results from each workshop to improve the climate for development of business.</p>		
<p><b>Expected results</b>          Coordination of contributions and ideas for finding solutions to problems in the city          Improved business environment</p>		<p><b>Targeted groups</b>          Agribusinesses          Chamber of Commerce and Industry          Local government</p>
<p><b>Possible actors</b>          Municipality          Chamber of Commerce and Industry</p>		<p><b>Possible contributors to the project</b>          Municipality          Regional Agency for Development of Business          Regional Directorate of Food and Agriculture          Interested donors</p>
<p><b>Pre-conditions</b>          Relationships established and inter-institutional agreement signed between Municipality and businesses          Experts found to carry out the study</p>		<p><b>Risk factors</b>          Lack of confidence in local government organs          Tendency of informal businesses to ignore the process</p>
<p><b>Estimated expenses</b>  <b>Total</b> <span style="float: right;"><b>10,000 euros</b></span></p>		
<p><b>Contact person for project</b>          Municipality</p>		
<p><b>Implementation period</b>          Every six months</p>		<p><b>Impact period</b>          After June 2005</p>



<b>No. 8</b>	<b>Project G1:O3:PG1:p1:</b> Establishment of an agribusiness association	<b>Type of programme G1:O3:PG1:</b> Undertaking of initiatives to create new markets for the region's agricultural products
<p><b>Brief description of project</b></p> <p>The project aims to establish at an institutional level an Association of Agribusinesses as a necessary high-level representative structure that protects and develops local businesses. The initial steps consist of the following:</p> <ul style="list-style-type: none"> <li>Initiation of the process through organising the activities of the actors;</li> <li>Identification of the existing capacities for management of the association;</li> <li>Development of a draft statute and seeking the consensus of the members.</li> </ul>		
<p><b>Expected results</b></p> <p>Improved local government and commerce cooperation through creation of association Association founded and its activity supported</p>		<p><b>Targeted groups</b></p> <p>Regional agribusinesses Chamber of Commerce and Industry Local government Entire community</p>
<p><b>Possible actors</b></p> <p>Chamber of Commerce and Industry Municipality Regional Council</p>		<p><b>Possible contributors to the project</b></p> <p>Municipality Regional Council Regional agribusinesses Regional Agency for Development of Business Ministry of Food and Agriculture Regional Directorate of Food and Agriculture Interested donors</p>
<p><b>Pre-conditions</b></p> <p>Inter-institutional agreement reached between Municipality, Regional Council and Chamber of Commerce and Industry Complete engagement of local government structures and Chamber of Commerce and Industry</p>		<p><b>Risk factors</b></p> <p>Misunderstanding of goal of organisation Involved institutions neglect their tasks</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<p><b>3,000 euros</b></p>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Four months</p>		<p><b>Impact period</b></p> <p>After June 2006</p>

<b>No. 9</b>	<b>Project G1:O3:PG1:p2:</b> Organization of a periodic fair of agricultural produce	<b>Type of programme G1:O3:PG1:</b> Undertaking of initiatives to create new markets for the region's agricultural products
<p><b>Brief description of project</b></p> <p>This project aims to promote the capacities of agribusinesses in the Berat region and to improve the quality of their agricultural produce. Establishing direct connections of mutual interest will make it possible for local producers to find new markets, both within and outside the region.</p> <p>Institutionalisation of practices will be accompanied by organisation of efforts to develop agribusinesses. The actions that will be taken are as follows:</p> <ul style="list-style-type: none"> <li>Provision of adequate facility for holding of fair;</li> <li>Issuing of public and personal invitations;</li> <li>Provision of adequate logistics;</li> <li>Holding of the fair and analysis of results.</li> </ul>		
<p><b>Expected results</b></p> <p>Local agricultural and dairy produce promoted and possibilities for development explored Efforts institutionalised Connections among businesses created</p>		<p><b>Targeted groups</b></p> <p>Regional agribusinesses Chamber of Commerce and Industry Local government Entire community</p>
<p><b>Possible actors</b></p> <p>Chamber of Commerce and Industry Municipality Regional Council</p>		<p><b>Possible contributors to the project</b></p> <p>Municipality Regional Council Regional agribusinesses Regional Agency for Development of Business Ministry of Food and Agriculture Interested donors</p>
<p><b>Pre-conditions</b></p> <p>Appropriate environment created prior to the fair in order to attract businesses Total involvement of local government structures and Chamber of Commerce and Industry</p>		<p><b>Risk factors</b></p> <p>Misunderstanding of goals of fair Local institutions neglect their tasks</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>8,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Three months</p>		<p><b>Impact period</b></p> <p>After March 2005</p>



<i>No. 10</i>	<b>Project G1:O3:PG1:p3:</b> Periodic publication of a crop and livestock farming bulletin	<b>Type of programme G1:O3:PG1:</b> Undertaking of initiatives to create new markets for the region's agricultural products
<p><b>Brief description of project</b></p> <p>This project aims to create a supporting structure and logistics to enable basic data to be collected, developed and analysed, and prognosis and directions for development of local businesses prepared. The project will undertake the following:</p> <ul style="list-style-type: none"> <li>Establish groups to collect data;</li> <li>Ensure adequate logistics and prepare people to organise the material;</li> <li>Negotiate with printing houses for publication of the bulletin.</li> </ul>		
<p><b>Expected results</b></p> <p>Creation of a structure responsible for gathering and presenting information on local farming</p> <p>Analysis of the information and interpretation of the current situation</p> <p>Proposal of future directions</p>		<p><b>Targeted groups</b></p> <p>Regional agribusinesses</p> <p>Chamber of Commerce and Industry</p> <p>Local government</p> <p>Department of Food and Agriculture</p> <p>Entire community</p>
<p><b>Possible actors</b></p> <p>Chamber of Commerce and Industry</p> <p>Municipality</p> <p>Regional Council</p> <p>Department of Food and Agriculture</p>		<p><b>Possible contributors to the project</b></p> <p>Municipality</p> <p>Regional Council</p> <p>Regional agribusinesses</p> <p>Regional Agency for Development of Business</p> <p>Ministry of Food and Agriculture</p> <p>Regional Directorate of Food and Agriculture</p> <p>Interested donors</p>
<p><b>Pre-conditions</b></p> <p>Agreement reached between Municipality, Regional Council and Chamber of Commerce and Industry</p> <p>Full involvement of local government, Chamber of Commerce and Industry and businesses</p>		<p><b>Risk factors</b></p> <p>Misunderstanding of goal of structure</p> <p>Neglecting to fulfil duties assigned to institutions involved in project.</p> <p>Difficulties in finding necessary financing</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>10,000 euros per year</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Twelve months</p>		<p><b>Impact period</b></p> <p>After June 2006</p>

<b>No. 11</b>	<b>Project G1:O4:PG1:p1:</b> Preparation of an information bulletin on agricultural standards and market trends both in the region and abroad	<b>Type of programme G1:O4:PG1:</b> Establishment of common standards for agricultural products
<b>Brief description of project</b> The project aims to develop and publish a bulletin presenting information on the capacities and standards of local and national produce. It will serve as an orientation guide for regional businesses, helping them to compete in the national and foreign markets. Specifically, the project will: <ul style="list-style-type: none"> <li>Establish an inter-institutional team that will prepare a bulletin on standards;</li> <li>Collect data on standards of production, at the local, national and international levels;</li> <li>Define standards in dairy and agricultural farming, aiming to promote the competitiveness of local produce in local and foreign markets;</li> <li>Collate the above data;</li> <li>Publish the bulletin.</li> </ul>		
<b>Expected results</b> Publication of quality of local produce Understanding of the situation at regional and national levels Increased efficiency of manufacturing businesses Improved competitiveness of local businesses Reduced unemployment Local government plays leading role in helping businesses		<b>Targeted groups</b> Agribusinesses Chamber of Commerce and Industry Local government
<b>Possible actors</b> Municipality Chamber of Commerce and Industry Regional Council		<b>Possible contributors to the project</b> Municipality Regional Agency for Development of Businesses Regional Directorate of Food and Agriculture Interested donors
<b>Pre-conditions</b> Relationships established and inter-institutional agreement signed between municipality and businesses Experts found to undertake the study		<b>Risk factors</b> Lack of confidence in local government organs Tendency of informal businesses to ignore the process
<b>Estimated expenses</b> <b>Total</b> <span style="float: right;"><b>5,000 euros</b></span>		
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Six months		<b>Impact period</b> After January 2006



<b>No. 12</b>	<p><b>Project G2:O1:PG1:p1:</b> Preparation of a dossier on Berat that will serve as a basis for the Council of Ministers' efforts to include the city on the list of UNESCO world cultural heritage sites</p>	<p><b>Type of programme G2:O1:PG1:</b> Fulfilment of requirements for the inclusion of historical and cultural objects in Berat under the protection of UNESCO</p>
<p><b>Brief description of project</b> This project aims to institutionalise the efforts being made to include Berat and its historical and cultural values on the list of UNESCO. The following steps will be taken: Acquire the practices and standards required for inclusion of the city under the umbrella of UNESCO; Establish a team with participation of institutions interested in or required for preparing the application; Collect and analyse the information and organise it in conformity with the requirements and criteria of UNESCO; Organise round-tables seen as essential for the process; Define the results and publish them.</p>		
<p><b>Expected results</b> Increased possibility of inclusion of Berat on UNESCO list Positive political pressure exercised on Council of Ministers to present Berat's application to UNESCO</p>		<p><b>Targeted groups</b> Municipality Regional Directorate of Cultural Monuments Regional Council Handicrafts community Entire community Tourism businesses Chamber of Commerce and Industry</p>
<p><b>Possible actors</b> Municipality Regional Council Berat Prefecture Regional Directorate of Cultural Monuments Chamber of Commerce and Industry</p>		<p><b>Possible contributors to the project</b> Regional Council Directorate of Cultural Monuments Chamber of Commerce and Industry</p>
<p><b>Pre-conditions</b> Intellectual capacities ensured for preparation of material conforming to UNESCO standards</p>		<p><b>Risk factors</b> Lack of appropriate support of central government</p>
<p><b>Estimated expenses</b> <b>Total</b> <span style="float: right;"><b>5,000 euros</b></span></p>		
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Twelve months</p>		<p><b>Impact period</b> After June 2005</p>



<b>No. 13</b>	<p><b>Project G2:O2:PG1:p1:</b> Development of a joint action plan between the Municipality and private and state agencies operating in the field of tourism</p>	<p><b>Type of programme G2:O2:PG1:</b> Coordination of efforts and definition of scope of responsibility among stakeholders to promote the city's tourism capacity</p>
<p><b>Brief description of project</b> This project aims to coordinate the efforts and interests of various stakeholders, thus forming a common action plan as an essential basis for the development of tourism in Berat. In order to complete the project it is necessary to fulfil the following:          Establish preliminary conditions for an initial consultative meeting;          Establish a team to develop an action plan based upon the suggestions of the first meeting;          Organise a meeting for discussion and approval of the action plan.</p>		
<p><b>Expected results</b> Institutionalised partnerships created in common interest Adequate lobbying undertaken to protect interests of city in central government institutions Steps defined to develop tourism Positive effect of municipality in assisting development of tourism</p>		<p><b>Targeted groups</b> Municipality Regional Directorate of Cultural Monuments Regional Council Handicrafts community Entire community Tourism businesses Chamber of Commerce and Industry</p>
<p><b>Possible actors</b> Municipality Possible donors</p>		<p><b>Possible contributors to the project</b> Regional Council Directorate of Cultural Monuments Chamber of Commerce and Industry Municipality Possible donors</p>
<p><b>Pre-conditions</b> Institutional agreements established among participants</p>		<p><b>Risk factors</b> Lack of coordination of efforts Lack of financing</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>5,000 euros</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> One month</p>		<p><b>Impact period</b> After June 2006</p>



<i>No. 14</i>	<b>Project G2:O2:PG1:p2:</b> Setting up of a Municipal structure to collect and distribute data concerning tourism potential offered by the city	<b>Type of programme G2:O2:PG1:</b> Coordination of efforts and definition of scope of responsibility among stakeholders to promote the city's tourism capacity
<b>Brief description of project</b> This project aims to institutionalise the efforts being made to promote the tourism values and capabilities of the city. The project plans to complete the following actions: Establish a team of experts in compliance with a predetermined organic functional structure; Collect detailed information related to the tourism potential of the city; Select information for inclusion in promotional material; Publish material and distribute it to the country's main ports and airports, tourist destinations and hotels, as well as all those in the city.		
<b>Expected results</b> Attractions of city promoted Quality of promotional materials increased Accurate information and directions provided for tourists Profile of city in national tourism market strengthened		<b>Targeted groups</b> Municipality Regional Directorate of Cultural Monuments Regional Council Handicrafts community Entire community Tourism businesses Chamber of Commerce and Industry
<b>Possible actors</b> Municipality Possible donors		<b>Possible contributors to the project</b> Regional Council Directorate of Cultural Monuments Chamber of Commerce and Industry
<b>Pre-conditions</b> Intellectual capacities ensured for preparation of promotional materials		<b>Risk factors</b> Lack of financing
<b>Estimated expenses</b> <b>Total</b>		<b>10,000 euros</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Twelve months		<b>Impact period</b> After August 2005

<b>No. 15</b>	<p><b>Project G2:O2:PG1:p3:</b> Establishment of a Tourist Information Centre</p>	<p><b>Type of programme G2:O2:PG1:</b> Coordination of efforts and definition of scope of responsibility among stakeholders to promote the city's tourism capacity</p>
<p><b>Brief description of project</b> This project aims to establish an office, including the necessary logistics and equipment, as a basis for the promotion of Berat's cultural and historical values, for the orientation of tourists and for coordination of work and interests with national tourist agencies. To complete these aims the following activities are required:          Determination of site in the city for an office to be established;          Gathering of functional logistics for the office;          Finding human resources to manage the office;          Publishing tourism orientation and promotional materials;          Establishing connections with interested actors, whether inside or outside Berat.</p>		
<p><b>Expected results</b> Increased flow of tourists into the city Improved infrastructure for tourism Improved performance of city services Well-managed tourism businesses Appropriate publishing of historical and cultural values of city Strengthened position of Berat in agenda of tourism agencies</p>		<p><b>Targeted groups</b> Municipality Regional Directorate of Cultural Monuments Chamber of Commerce and Industry Tourism businesses Possible donors Local community</p>
<p><b>Possible actors</b> Municipality Directorate of Cultural Monuments Chamber of Commerce and Industry</p>		<p><b>Possible contributors to the project</b> Regional Council Directorate of Cultural Monuments Chamber of Commerce and Industry Municipality Possible donors Tourism businesses</p>
<p><b>Pre-conditions</b> Adequate site provided for office</p>		<p><b>Risk factors</b> Misunderstanding of role of office</p>
<p><b>Estimated expenses</b> <b>Total</b> <span style="float: right;"><b>20,000 euros per year</b></span></p>		
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Twelve months</p>		<p><b>Impact period</b> After January 2006</p>



<i>No. 16</i>	<b>Project G2:O2:PG1:p4:</b> Preparation and distribution of a tourist guide book and development of a digital portal for the city	<b>Type of programme G2:O2:PG1:</b> Coordination of efforts and definition of scope of responsibility among stakeholders to promote the city's tourism capacity
<b>Brief description of project</b> This project aims to formulate and publish a tourism guide to the city and other supporting materials promoting the values of Berat. The project will also set up a digital portal for public access to and provision of information concerning the archaeology, history and culture of Berat. To achieve these goals the following activities are required: Establishment of a team (main board) to formulate the materials during the initial phase and to update them continuously throughout the process; Establishment of support teams to gather and publish relevant information; Analysis of materials and discussion of conclusions by the board; Creation of a website to publicise the city and for posting promotional materials; Electronic gathering of opinions and suggestions for improving the materials.		
<b>Expected results</b> Increased flow of tourists into the city Improved infrastructure for tourism Improved performance of city services Well-managed tourism businesses Appropriate publishing of historical and cultural values of city Strengthened position of Berat in agenda of tourism agencies		<b>Targeted groups</b> Municipality Regional Directorate of Cultural Monuments Regional Council Handicrafts community Entire community Tourism businesses Chamber of Commerce and Industry
<b>Possible actors</b> Municipality Directorate of Cultural Monuments Chamber of Commerce and Industry		<b>Possible contributors to the project</b> Directorate of Cultural Monuments Chamber of Commerce and Industry Municipality Possible donors Tourism businesses
<b>Pre-conditions</b> Adequate provision of office logistics and equipment		<b>Risk factors</b> Lack of financing
<b>Estimated expenses</b> <b>Total</b> <span style="float: right;"><b>10,000 euros</b></span>		
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Twelve months		<b>Impact period</b> After June 2005

<i>No. 17</i>	<p><b>Project G2:O3:PG1:p1:</b>                  Conducting of a study on the needs for the reconstruction, maintenance, preservation and excavation of Berat's historical and cultural artefacts</p>	<p><b>Type of programme G2:O2:PG1:</b>                  Inter-institutional definition of needs and possibilities of protecting and rehabilitating the city's historic and cultural values</p>
<p><b>Brief description of project</b>                  This project aims to assess the condition of Berat's historical and cultural archive and determine the needs and capacities for the maintenance and reconstruction of objects and buildings in the collection. At the same time, new items for inclusion in the archive will be identified. The following activities are planned:                  Establishing a team of local and national experts;                  Assessing the means and possibilities available for the intended work;                  Organising a meeting for actors and institutions to define precisely the goals and likely results of the study;                  Carrying out the study and publishing the results.</p>		
<p><b>Expected results</b>                  Accurate documentation of the condition of objects and buildings of cultural and historical value                  Accurate determination of the needs                  Determination of steps required to restore the objects                  Determination of measures to be implemented to preserve the objects                  Anticipation of areas likely to house new discoveries</p>		<p><b>Targeted groups</b>                  Municipality                  Regional Directorate of Cultural Monuments                  Regional Council                  Handicrafts community                  Entire community                  Tourism businesses                  Chamber of Commerce and Industry                  Institute of Cultural Monuments</p>
<p><b>Possible actors</b>                  Municipality                  Possible donors                  Ministry of Territory Regulation and Tourism</p>		<p><b>Possible contributors to the project</b>                  Directorate of Cultural Monuments                  Chamber of Commerce and Industry                  Possible donors</p>
<p><b>Pre-conditions</b>                  Agreements established among participating institutions                  Adequate human and material resources ensured</p>		<p><b>Risk factors</b>                  Lack of financing                  Lack of coordination of efforts</p>
<p><b>Estimated expenses</b></p>		
<p><b>Total</b></p>		<b>4,500 euros</b>
<p><b>Contact person for project</b>                  Municipality</p>		
<p><b>Implementation period</b>                  Six months</p>		<p><b>Impact period</b>                  After March 2005</p>



<b>No. 18</b>	<p><b>Project G2:O3:PG1:p2:</b> Periodic holding of debates in the media to analyse the conditions of the city's cultural heritage and the activities of the agencies concerned</p>	<p><b>Type of programme G2:O3:PG1:</b> Inter-institutional definition of needs and possibilities of protecting and rehabilitating the city's historic and cultural values</p>
<p><b>Brief description of project</b></p> <p>The aim of this project is to establish a periodically held television debate, possibly at the national level, on the development of tourism and protection of the city's historical and cultural values. Inter-institutional relationships and contributions that have been made, as well as cases of negligence, will be a regular feature of the debates. The following activities are planned:</p> <ul style="list-style-type: none"> <li>Establishment of a team to organise and facilitate a periodic debate;</li> <li>Determination of precise areas of debate;</li> <li>Selection of local, regional and national experts to participate in the debates;</li> <li>Selection of TV channel;</li> <li>Printing of public and private invitations to the debate;</li> <li>Organisation of the debates themselves;</li> <li>Publishing of the results.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Raised awareness of condition of Berat's important historical and cultural archive</li> <li>Raised awareness of public</li> <li>Raised awareness of local and central authorities</li> <li>Strengthened institutional responsibility</li> <li>Increased support of donors</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Directorate of Cultural Monuments</li> <li>Handicrafts community</li> <li>Entire community</li> <li>Tourism businesses</li> <li>Chamber of Commerce and Industry</li> <li>Institute of Cultural Monuments</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Possible donors</li> <li>Institute of Cultural Monuments</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Directorate of Cultural Monuments</li> <li>Chamber of Commerce and Industry</li> <li>Possible donors</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Agreements established among participating institutions</li> <li>Adequate human and material resources ensured</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> <li>Lack of coordination of efforts</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>2,500 euros per year</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Once per year</p>		<p><b>Impact period</b></p> <p>After May 2005</p>

<b>No. 19</b>	<b>Project G2:O4:PG1:p1:</b> Conducting of a series of training courses for businesses and agencies operating in the field of tourism	<b>Type of programme G2:O4:PG1:</b> Increase to contemporary standards in the level of capacities and service of hotels in Berat
<p><b>Brief description of project</b></p> <p>The aim of this project is to arrange a number of training workshops for tourism agencies and businesses operating in the city to improve the quality of provision of services. One example of a workshop subject is how to promote an initiative to establish a network among the hotels in Berat. The workshops will improve collaboration among agencies, institutions and businesses because of their shared interests. In order to achieve these aims, several activities will be undertaken:</p> <ul style="list-style-type: none"> <li>Establishing a team of experts to guide the training sessions;</li> <li>Organising a meeting for tourism businesses and agencies to determine training needs;</li> <li>Determining objectives and structure of the workshops;</li> <li>Holding the workshops;</li> <li>Fostering initiatives e.g. establishing a network among the city's hotels;</li> <li>Determining common standards of service provision;</li> <li>Drawing conclusions and defining benefits and tasks for the future.</li> </ul>		
<p><b>Expected results</b></p> <p>Improved service provided by Berat's hotels Coordination of efforts achieved to increase number of tourists coming to Berat Quality tourism information provided</p>		<p><b>Targeted groups</b></p> <p>Municipality Regional Directorate of Cultural Monuments Handicrafts community Entire community Tourism businesses Chamber of Commerce and Industry</p>
<p><b>Possible actors</b></p> <p>Municipality Possible donors Ministry of Territory Regulation and Tourism Interested NGOs Regional Development Agency Institute of Cultural Monuments</p>		<p><b>Possible contributors to the project</b></p> <p>Municipality Directorate of Cultural Monuments Chamber of Commerce and Industry Possible donors</p>
<p><b>Pre-conditions</b></p> <p>Agreements established among participating institutions Adequate human and material resources ensured</p>		<p><b>Risk factors</b></p> <p>Lack of financing Lack of coordination of efforts Lack of confidence in project by hotel owners</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<b>10,000 euros</b>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Six months</p>		<p><b>Impact period</b></p> <p>After October 2005</p>



<b>No. 20</b>	<b>Project G2:O5:PG1:p1:</b> Development of a city policy to set differential local taxes for artisan businesses	<b>Type of programme G2:O5:PG1:</b> Facilitation of administrative procedures to assist traditional artisan businesses and provision of training for new apprentices
<p><b>Brief description of project</b></p> <p>This project aims to carry out a study to find the legal space and modality for setting up a system of application of differential local taxes for businesses operating in the area of the cultural heritage of Berat city. For the project to be successful, the following activities need to be carried out:</p> <ul style="list-style-type: none"> <li>Organisation of efforts through creation of a team of experts to undertake the study;</li> <li>Gathering and analysis of information on the fiscal legal framework and the particular responsibilities of local government;</li> <li>Gathering of information on area of activity of local businesses and finding ways to reduce barriers with regard to payment of local taxes;</li> <li>Determining of conclusions and presenting of material to Municipal Council for approval.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Existing businesses protected</li> <li>New initiatives in this area promoted</li> <li>Tourism infrastructure improved</li> <li>Unfair competition reduced</li> <li>Number of informal businesses reduced</li> <li>Employment level increased</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Directorate of Cultural Monuments</li> <li>Handicrafts community</li> <li>Entire community</li> <li>Tourism businesses</li> <li>Chamber of Commerce and Industry</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Directorate of Cultural Monuments</li> <li>Chamber of Commerce and Industry</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Directorate of Cultural Monuments</li> <li>Chamber of Commerce and Industry</li> <li>Tourism businesses</li> <li>Possible donors</li> </ul>
<p><b>Pre-conditions</b></p> <p>Human resources ensured to carry out this study</p>		<p><b>Risk factors</b></p> <p>Lack of understanding in Municipal Council</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>5,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Twelve months</p>		<p><b>Impact period</b></p> <p>After June 2006</p>



<b>No. 21</b>	<p><b>Project G2:O5:PG1:p2:</b> Establishment of short term training courses for people wanting to enter or recently employed in traditional artisan businesses</p>	<p><b>Type of programme G2:O5:PG1:</b> Facilitation of administrative procedures to assist traditional artisan businesses and provision of training for new apprentices</p>
<p><b>Brief description of project</b> This project aims to establish a handicraft training course for local artisans, particularly new apprentices. In order for the project to be successful the following activities need to be undertaken:</p> <ul style="list-style-type: none"> <li>Finding an appropriate site where the training courses will be held;</li> <li>Establishing a team of experts to provide the training;</li> <li>Selecting the methods and materials that will be taught in the classes;</li> <li>Preparing adequate logistics and materials;</li> <li>Registering the students;</li> <li>Completing the training sessions and certifying the students.</li> </ul>		
<p><b>Expected results</b> Improved performance of handicraft businesses Improved tourism infrastructure Improved municipal performance Improved position of Berat on agendas of tourism agencies Increased employment</p>		<p><b>Targeted groups</b> Municipality Regional Directorate of Cultural Monuments Handicrafts community Community in tourism areas Tourism businesses Chamber of Commerce and Industry</p>
<p><b>Possible actors</b> Municipality Directorate of Cultural Monuments Chamber of Commerce and Industry</p>		<p><b>Possible contributors to the project</b> Municipality Directorate of Cultural Monuments Chamber of Commerce and Industry Tourism businesses Possible donors</p>
<p><b>Pre-conditions</b> Awareness campaign already conducted</p>		<p><b>Risk factors</b> Low participation</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>25,000 euros per year</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Twelve months</p>		<p><b>Impact period</b> After January 2007</p>



<b>No. 22</b>	<b>Project G3:O1:PG1:p1:</b> Establishment and capacity development of an Urban Planning Office in municipal government	<b>Type of programme G3:O1:PG1:</b> Consolidation of activities related to urban planning in the city and of the necessary logistics
<p><b>Brief description of project</b></p> <p>This project will be completed within the framework of the twinning programme that exists between the City of Berat and the Province of Fermo, Italy: <i>Improvement of Urban Planning Instruments of Berat City</i>. In this phase of the programme, the project will establish an Urban Planning Office in City Hall to provide guidance in the planning of future urban developments in the city. The project will be undertaken through the following activities:</p> <ul style="list-style-type: none"> <li>Providing a space within City Hall in which to establish the office;</li> <li>Equipping the office with adequate logistics (computer, printer, plotter, etc.);</li> <li>Training in the Commune of Fermo, Italy, experts who will manage the office;</li> <li>Starting the activity of the office.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Well-equipped Urban Planning Office established in City Hall</li> <li>Staff well-trained to work in the office</li> <li>Procedures clarified for issuing of construction licences</li> <li>New constructions facilitated</li> <li>Reduced unemployment</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Community of constructors</li> <li>Entire community</li> <li>Service businesses</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Commune of Fermo, Italy</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Region of Puglia</li> <li>ARCI organisation, Italy</li> </ul>
<p><b>Pre-conditions</b></p> <p>All parties involved in project shoulder responsibilities</p>		<p><b>Risk factors</b></p> <p>Lack of participation</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>15,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Eight months</p>		<p><b>Impact period</b></p> <p>After November 2004</p>

<b>No. 23</b>	<b>Project G3:O1:PG1:p2:</b> Development of a photogrammatic map of the city and updating of the engineering infrastructure	<b>Type of programme G3:O1:PG1:</b> Consolidation of activities related to urban planning in the city and of the necessary logistics
<p><b>Brief description of project</b></p> <p>This project will be completed within the framework of the twinning programme that exists between the City of Berat and the Province of Fermo, Italy: <i>Improvement of Urban Planning Instruments of Berat City</i>. In this phase of the programme, this project will develop the first photogrammatic map of Berat, compiled from aerial photographs. The high resolution map will serve as a good basis for planning the future urban development of the city. The project will follow the following phases:</p> <p style="padding-left: 20px;">The Commune of Fermo, Italy will provide resources from its technically specialised office in order to take aerial photos and complete the photogrammatic map; Coordinating the work (including pre-condition of applying for permit from civil aviation authority); Taking the aerial photos; Creating the photogrammatic map and the accompanying promotional materials created by Fermo Commune and Berat Municipality.</p>		
<p><b>Expected results</b></p> <p>High resolution aerial map of the city created Detailed information provided on condition of engineering networks Digital maps available to help upgrade engineering networks Construction permit procedures clarified Illegal constructions and territorial abuses prevented Better control of territory Improved quality of engineering works</p>		<p><b>Targeted groups</b></p> <p>Municipality Regional Council Construction businesses Service businesses Community</p>
<p><b>Possible actors</b></p> <p>Municipality Commune of Fermo, Italy</p>		<p><b>Possible contributors to the project</b></p> <p>Municipality Commune of Fermo Regional Council Region of Puglia ARCI organisation, Italy</p>
<p><b>Pre-conditions</b></p> <p>Flying permit received from civil aviation authority</p>		<p><b>Risk factors</b></p> <p>Lack of participation</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<p><b>40,000 euros</b></p>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Six months</p>		<p><b>Impact period</b></p> <p>After March 2005</p>



<i>No. 24</i>	<b>Project G3:O1:PG1:p3:</b> Development of a draft overall Urban Regulatory Plan	<b>Type of programme G3:O1:PG1:</b> Consolidation of activities related to urban planning in the city and of the necessary logistics
<p><b>Brief description of project</b></p> <p>This project aims to prepare a study that will lead to a General Regulatory Plan of Berat City. The existing plan, which was developed in 1983, is no longer sufficient for the city's current needs. The actions that will be taken include the following:</p> <ul style="list-style-type: none"> <li>Raising the funds needed for the study;</li> <li>Developing project tasks in collaboration with the Institute of Urban Studies, Tirana;</li> <li>Approval of the tasks by the Municipal Commission for Territory Regulation;</li> <li>Public announcement of tenders for the study to be carried out;</li> <li>Selection of a jury competent in urban planning;</li> <li>Holding of the tender;</li> <li>Selection of the winning bid;</li> <li>Approval of the Study by the Commission for Territorial Regulation of Albania.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Study prepared</li> <li>Full control gained of territory of Berat</li> <li>Conditions created for attracting investments</li> <li>Quality of city constructions improved</li> <li>Unemployment reduced</li> <li>Revenues increased for local government</li> <li>Investments increased in service sector</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Entire community</li> <li>Local businesses, especially construction businesses</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Ministry of Transport and Communications</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Possible donors</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Support of central government</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<b>60,000 euros</b>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Ten months</p>		<p><b>Impact period</b></p> <p>After March 2006</p>

<b>No. 25</b>	<b>Project G3:O1:PG1:p4:</b> Development of partial regulatory urban plans for parts of the city with particular historical or cultural value	<b>Type of programme G3:O1:PG1:</b> Consolidation of activities related with urban planning in the city and of the necessary logistics
<b>Brief description of project</b> This is the last phase of the <i>Improvement of Urban Planning Instruments of Berat City</i> programme and it aims to develop partial plans for particular historically or culturally important areas of the city. This plan will aim to restore these areas through work undertaken in collaboration with Italian experts. The project will be completed through the following phases: <ul style="list-style-type: none"> <li>Establishing a team of experts from the Commune of Fermo, Italy, and from the Municipality;</li> <li>Updating the technical maps of the network of city services;</li> <li>Providing statistics and a database on which the urban planning will be based;</li> <li>Developing a regulatory plan for protected historical areas in Berat;</li> <li>Approval of the study by the Municipal Commission for Territory Regulation.</li> </ul>		
<b>Expected results</b> Quality study undertaken with modern techniques that will regulate historically important areas Accurate assessment made of the condition of Berat's artefacts and their restoration needs Better control over the territory Improved quality of restoration work Increased number of tourists		<b>Targeted groups</b> Municipality Directorate of Cultural Monuments Regional Council Entire community Local businesses
<b>Possible actors</b> Municipality Commune of Fermo, Italy		<b>Possible contributors to the project</b> Municipality Commune of Fermo Regional Council Region of Puglia ARCI organisation, Italy
<b>Pre-conditions</b> Continuous support for the process		<b>Risk factors</b> Lack of participation
<b>Estimated expenses</b> <b>Total</b>		<b>20,000 euros</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Six months		<b>Impact period</b> After July 2005



<i>No. 26</i>	<b>Project G3:O1:PG1:p5:</b> Preparation of a project to construct a city ring road	<b>Type of programme G3:O1:PG1:</b> Consolidation of activities related with urban planning in the city and of the necessary logistics
<b>Brief description of project</b>		
<p>This projects aims to prepare a study for the building of a ring road around Berat to reduce the relatively heavy traffic load inside the city. The actions that will be taken consist of:</p> <ul style="list-style-type: none"> <li>Coordinating inter-institutional efforts to increase political pressure on central government with regard to the necessity of building a ring road;</li> <li>Obtaining support from line ministries to help establish a study team;</li> <li>Coordinating common efforts in order to develop terms of reference for the study;</li> <li>Obtaining approval of project tasks by the Municipal Commission for Territory Regulation;</li> <li>Preparing the study;</li> <li>Publishing the study;</li> <li>Obtaining approval from the Municipal Council;</li> <li>Determining the future steps for implementation of the project.</li> </ul>		
<b>Expected results</b>		<b>Targeted groups</b>
<p>Study prepared for construction of city ring road</p> <p>Support provided for investments for ring road construction</p> <p>Well-managed city territory</p> <p>Tool provided to assist future development of the city</p>		<p>Municipality</p> <p>Directorate of Cultural Monuments</p> <p>Regional Council</p> <p>Local businesses</p> <p>Community</p>
<b>Possible actors</b>		<b>Possible contributors to the project</b>
<p>Ministry of Transport and Communications</p> <p>Municipality</p> <p>Possible donors</p>		<p>Municipality</p> <p>Regional Council</p> <p>Ministry of Transport and Communications</p> <p>Possible donors</p>
<b>Pre-conditions</b>		<b>Risk factors</b>
<p>Support of central government</p>		<p>Lack of financing</p>
<b>Estimated expenses</b>		
<b>Total</b>		<b>30,000 euros</b>
<b>Contact person for project</b>		
<p>Municipality</p>		
<b>Implementation period</b>		<b>Impact period</b>
<p>Four months</p>		<p>After March 2005</p>

<b>No. 27</b>	<p><b>Project G3:O1:PG2:p1:</b> Institutionalization of a biannual meeting of local actors to monitor and review the Economic Development Strategic Plan</p>	<p><b>Type of programme G3:O1:PG2:</b> Periodic monitoring and evaluation of the performance in implementing strategic plans</p>
<p><b>Brief description of project</b> This project aims to monitor and assess the SPLED by coordinating ideas, programmes and efforts of all stakeholders involved in the strategic planning process. In order to complete the project the following activities will be undertaken:          Organise efforts and establish a team to manage the periodic meetings;          Establish support teams comprising representatives of institutions, businesses and organisations operating in Berat;          Collate the initiatives, projects and programmes that will be included on the list of priorities;          Select and prioritise the above using SMART methodology;          Include the priorities in the SPLED and present it to Municipal Council for approval.</p>		
<p><b>Expected results</b> Efforts coordinated to raise funds to complete projects          Projects coordinated in space and time          Positive pressure applied on central government after creation of a lobbying group          Increased investments made in city          Reduced unemployment          Improved urban environments and quality of life</p>		<p><b>Targeted groups</b> Municipality          Local service providers          Enterprises          Regional Council          Chamber of Commerce and Industry          Entire community</p>
<p><b>Possible actors</b> Municipality          Berat Prefecture          Regional Council</p>		<p><b>Possible contributors to the project</b> Municipality          Regional Council          Berat Prefecture          Chamber of Commerce and Industry          Local service providers          Enterprises          Possible donors</p>
<p><b>Pre-conditions</b> Agreement reached on holding periodic meetings</p>		<p><b>Risk factors</b> Lack of participation</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>5,000 euros</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Every six months</p>		<p><b>Impact period</b> After May 2005</p>



<b>No. 28</b>	<b>Project G3:O2:PG1:p1:</b> Reconstruction of the city's drinking water and sewage systems and provision of a concessionary agreement for system management	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<b>Brief description of project</b> This project aims at the complete reconstruction of the sewage and water supply systems in Berat. For the work to be successful the following initial steps will be taken: Approval of tender by the Albanian Parliament; Preparation of a feasibility study; Selection of consultant to lead the process up until signing of contract; Selection through open tender of concessionary company; Signing of concessionary contract; Start of reconstruction work.		
<b>Expected results</b> Modern sewage and water supply systems constructed in city Improved services provided for citizens Well-managed network Illegal connections prevented		<b>Targeted groups</b> Municipality Regional Council Entire community Local businesses, especially construction businesses
<b>Possible actors</b> Ministry for Territory Regulation and Tourism RODECO Company Municipality		<b>Possible contributors to the project</b> Municipality Regional Council Ministry for Territory Regulation and Tourism
<b>Pre-conditions</b> Support of central government		<b>Risk factors</b> Lack of financing
<b>Estimated expenses</b> <b>Total</b> <span style="float: right;"><b>11,800,000 euros</b></span>		
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Two years		<b>Impact period</b> After March 2005



<b>No. 29</b>	<b>Project G3:O2:PG1:p2:</b> Reconstruction of the 20kV electricity power supply line of the city	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<b>Brief description of project</b> This project aims to reconstruct the 20kV electricity supply network for Berat City. The project will be completed through the following phases: Signing of contract with KfW; Undertaking of feasibility study; Preparation of full study for reconstruction of the 20kV electricity supply network; Holding of a public tender; Selection of winning company; Signing of contracts among parties involved in the project; Completion of work in conformity with the specifications laid down in the contract.		
<b>Expected results</b> Installation of modern 20kV electricity supply system for Berat Improved service for citizens Well-managed network Prevention of illegal connections		<b>Targeted groups</b> Municipality Regional Council Entire community Local businesses, especially construction businesses
<b>Possible actors</b> Municipality Ministry for Territory Regulation and Tourism Companies DIEKAT and SIEMENS		<b>Possible contributors to the project</b> Municipality Regional Council Ministry for Territory Regulation and Tourism Companies DIEKAT and SIEMENS
<b>Pre-conditions</b> Support of central government		<b>Risk factors</b> Lack of financing
<b>Estimated expenses</b> <b>Total</b> <b>5,800,000 euros</b>		
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Eighteen months		<b>Impact period</b> After June 2005



<i>No. 30</i>	<b>Project G3:O2:PG1:p3:</b> Extension of the city's existing fixed line telephone network	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims at the extension and improvement of the fixed line telephone network in Berat City. The project will be completed through the following phases:</p> <ul style="list-style-type: none"> <li>Development of feasibility study by Albtelcom team of specialists;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract;</li> <li>Undertaking of work in accordance with specifications of contract.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Extended fixed line telephone network in Berat</li> <li>Improved telephone service</li> <li>Increased number of subscribers</li> <li>Improved quality of life</li> <li>Well-managed network</li> <li>Businesses stimulated</li> <li>Abuse of system prevented</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Entire community</li> <li>Local businesses, especially construction businesses</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Albtelcom</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Ministry for Territory Regulation and Tourism</li> <li>Albtelcom</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Support of central government</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>150,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Ongoing from early 2005</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>During and after 2005</li> </ul>

<b>No. 31</b>	<p><b>Project G3:O2:PG1:p4:</b> Reconstruction of the storm water drainage system in the Murat Çelebi district</p>	<p><b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged</p>
<p><b>Brief description of project</b></p> <p>This project aims at the reconstruction of the storm water flooding protection network for this part of the city. The Murat Çelebi district of Berat lies on the banks of the River Osum. Its low-lying position and lack of adequate drainage causes inundation of the area every time there is heavy rainfall.</p> <p>The project is divided into three stages, of which the first concerns urgent rehabilitation for the most problematic area of Murat Çelebi. The project will go through the following phases:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Improved flood prevention in Berat</li> <li>Improved quality of services for community</li> <li>Improved quality of life</li> <li>New temporary jobs created</li> <li>Increased performance of city</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Local communities</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Local communities</li> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Support of central government</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<p><b>670,000 euros</b></p>
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Two years</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After March 2006</li> </ul>



<i>No. 32</i>	<b>Project G3:O2:PG1:p5:</b> Reconstruction of Babe Dude to Mulliri i Xhamos road	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to reconstruct the main road in Berat from Babe Dude to Mulliri i Xhamos that functions as both a national and local road. The project will be completed through the following phases:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Reconstructed main road</li> <li>Improved service for community</li> <li>Improved quality of life</li> <li>Jobs created</li> <li>Improved performance of city</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Business community</li> <li>Local and regional communities</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> <li>Business community</li> <li>Regional Council</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Support of central government</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>90,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Six months</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After March 2007</li> </ul>

<b>No. 33</b>	<b>Project G3:O2:PG1:p6:</b> Rehabilitation of the façades of buildings on the city's main streets	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to improve the façades of buildings along the main roads of Berat City. Completion of this project will be an important part of the development of the city as it will help attract tourists and improve the quality of life of residents. Thus, it is an integral part of the overall infrastructure and performance of the city. It will be completed through the following phases:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Improved façades of buildings on main streets</li> <li>Improved service provided for community</li> <li>Improved quality of life</li> <li>Jobs created</li> <li>Improved performance of city</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Business community</li> <li>Communities of city</li> <li>Communities of region</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Ministry of Local Government and Decentralisation</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Ministry of Local Government and Decentralisation</li> <li>Municipality</li> <li>Business community</li> <li>Regional Council</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Support of central government</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>120,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Six months</p>		<p><b>Impact period</b></p> <p>After March 2006</p>



<i>No. 34</i>	<b>Project G3:O2:PG1:p7:</b> Building of a retail market in the Murat Çelebi district	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to build a retail market in the Murat Çelebi district of Berat. There is much informal trading and consequent interruption to traffic flow and other inconveniences resulting from lack of a proper marketplace.</p> <p>The project when completed will be an important part of the infrastructure and performance of the city. It will be undertaken through the following phases:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Reconstructed market for this district</li> <li>Improved services for community</li> <li>Improved quality of life</li> <li>Jobs created</li> <li>Reduced informal competition</li> <li>Increased control by municipality of markets and revenues</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Business community</li> <li>Communities of city and region</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Community of merchants</li> <li>Possible donors</li> <li>Municipality</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Appropriate site found for location of market</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>67,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Four months</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After April 2005</li> </ul>

<b>No. 35</b>	<b>Project G3:O2:PG1:p8:</b> Construction of a high water drainage canal in the Barricade district	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<b>Brief description of project</b> This project aims to construct a canal for the collection of high waters at the entrance of the city. This canal will go alongside the national and local roads in the Barricade district and will collect water flowing down from the nearby hills and from the roads themselves and channel it into the river. It will be completed following these phases: Raising of adequate funding in order to ensure the completion of the project; Carrying out of the job in conformity with the estimated costs and time line.		
<b>Expected results</b> Excellent control gained of excess surface water in this area Improved services for community Improved quality of life Jobs created Flooding prevented		<b>Targeted groups</b> Municipality Regional Council Business community Communities of city and region
<b>Possible actors</b> Ministry for Territory Regulation and Tourism Municipality		<b>Possible contributors to the project</b> Ministry for Territory Regulation and Tourism Municipality Local businesses Possible donors
<b>Pre-conditions</b> Raising of adequate funds		<b>Risk factors</b> Lack of financing
<b>Estimated expenses</b> <b>Total</b>		<b>710,000 euros</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Two years		<b>Impact period</b> After April 2006



<i>No. 36</i>	<b>Project G3:O2:PG1:p9:</b> Reconstruction of the road in the Gorice district	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to reconstruct one of the most important roads in the city. This road passes by the Gorice museum district and the River Osum. At the same time, through the Gorice Bridge, this road connects the city to the southern regions of the country. The following steps will be taken:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Reconstructed and widened main road</li> <li>Improved services for community</li> <li>Improved quality of life</li> <li>Increased number of tourists to this district of city</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Business community</li> <li>Communities of city and region</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> <li>Local businesses</li> <li>Possible donors</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Raising of adequate funds</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<b>685,000 euros</b>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>One and a half years</p>		<p><b>Impact period</b></p> <p>After April 2006</p>



<b>No. 37</b>	<p><b>Project G3:O2:PG1:p10:</b> Reconstruction of the road in the former NG in the Deshmoret e Kombit district</p>	<p><b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged</p>
<p><b>Brief description of project</b></p> <p>This project aims at the reconstruction of a secondary road that connects two districts in the city: Deshmoret e Kombit and Murat Çelepias. The road serves as an important artery, connecting these two districts to the main road and serving two schools and a healthcare centre. The following steps will be taken:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Reconstructed and widened road</li> <li>Improved services for community</li> <li>Improved quality of life</li> <li>Reduced number of accidents</li> <li>Improved safety</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Business community</li> <li>Communities of city and region</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry for Territory Regulation and Tourism</li> <li>Municipality</li> <li>Local businesses</li> <li>Possible donors</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Raising of adequate funds</li> </ul>		<p><b>Risk Factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<p><b>174,000 euros</b></p>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Four months</p>		<p><b>Impact period</b></p> <p>After April 2005</p>



<b>No. 38</b>	<b>Project G3:O2:PG1:p11:</b> Construction of an orphanage in the city	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to build a centre for abandoned or orphaned children (including biological or social orphans) or children with handicapped parents. This is a pressing need in a city of 65,000 inhabitants, and particularly with the situation in Albania where many children fall prey to traffickers. The following steps will be taken:</p> <ul style="list-style-type: none"> <li>Finding of an appropriate site for construction of a centre for daily care for orphans;</li> <li>Finding of donors to support project implementation;</li> <li>Development of functional design of the centre;</li> <li>Establishment of management and service staff to run the centre;</li> <li>Identification of groups and individuals in need to be cared for in the centre.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Means of living provided for social groups in need</li> <li>Protected and trained children</li> <li>Reduced number of trafficked children</li> <li>Improved services for community</li> <li>Improved quality of life</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Business community</li> <li>Communities of city and region</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry of Social Affairs</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Business community</li> <li>Various interested organisations</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Finding of appropriate site</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>450,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Ten months</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After June 2007</li> </ul>

<b>No. 39</b>	<b>Project G3:O2:PG1:p12:</b> Reconstruction of the 9-Year '22 October' School	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to reconstruct one of the best known primary schools in the city. The 9-Year '22 October' School has not been maintained for a long time. The following steps will be taken:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Improved logistics and condition of school</li> <li>Improved quality of teaching</li> <li>Increased comfort for students</li> <li>Increased comfort for teachers</li> <li>Improved services for community</li> <li>Improved quality of life</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Business community</li> <li>Community</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry of Education and Science</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry of Education and Science</li> <li>Municipality</li> <li>Business community</li> <li>Various interested organisations</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Finding of temporary classrooms to continue teaching during reconstruction of school</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>111,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Five months</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After May 2005</li> </ul>



<i>No. 40</i>	<b>Project G3:O2:PG1:p13:</b> Reconstruction of the 9-Year '28 November' School	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to reconstruct one of the best known primary schools in the city. The current condition of the 9-Year '28 November' School does not allow for continuation of the teaching programme in an acceptable environment. The following steps will be taken:</p> <ul style="list-style-type: none"> <li>Preparation of feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the engineering works;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of works in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Improved logistics and condition of school</li> <li>Improved quality of teaching</li> <li>Increased comfort for students</li> <li>Increased comfort for teachers</li> <li>Improved services for community</li> <li>Improved quality of life</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Business community</li> <li>Community</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry of Education and Science</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry of Education and Science</li> <li>Municipality</li> <li>Business community</li> <li>Various interested organisations</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Finding of temporary classrooms to continue teaching during reconstruction of school</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>220,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Six months</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After May 2006</li> </ul>

<b>No. 41</b>	<b>Project G3:O2:PG1:p14:</b> Reconstruction of the centre for hand-played sports	<b>Type of programme G3:O2:PG1:</b> Rehabilitation of the existing and construction of new infrastructure for areas where urban developments are envisaged
<p><b>Brief description of project</b></p> <p>This project aims to put back into proper function the city's hand-played sports centre, enabling sports such as volleyball and basketball, as well as other types of sport, such as wrestling, etc, to be played in a good environment. This centre is very important for the community, having had a proud history. After rehabilitation, the centre will be accessible to the city's schools and children. The following steps are foreseen:</p> <ul style="list-style-type: none"> <li>Preparation of a feasibility study by team of specialists;</li> <li>Approval of study and proposed project by Municipal Commission for Territory Regulation;</li> <li>Finding of funding to finance the building work;</li> <li>Holding of public tender;</li> <li>Selection of winning bid;</li> <li>Signing of contract with tender winner;</li> <li>Execution of work in accordance with project specifications.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Improved logistics and condition of sports centre</li> <li>Improved quality of sports played in city</li> <li>Improved fitness of athletes in city</li> <li>Improved performance of city</li> <li>Improved services for community</li> <li>Improved quality of life</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Regional Council</li> <li>Regional Directorate of Education</li> <li>Tomorri Sports Club</li> <li>Community</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry of Culture, Youth and Sports</li> <li>Ministry of Education and Science</li> <li>Municipality</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry of Culture, Youth and Sports</li> <li>Ministry of Education and Science</li> <li>Municipality</li> <li>Business community</li> <li>Various interested organisations</li> </ul>
<p><b>Pre-conditions</b></p> <p>The area around the sports centre should be free of illegal constructions</p>		<p><b>Risk Factors</b></p> <p>Lack of financing</p>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>50,000 euros</b></span></p>		
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>Four months</p>		<p><b>Impact period</b></p> <p>After March 2007</p>



<b>No. 42</b>	<p><b>Project G3:O2:PG2:p1:</b> Development of capacities of public enterprises and contracted out businesses that provide city services, though compilation and implementation of technical-economical standards and norms</p>	<p><b>Type of programme G3:O2:PG2:</b> Strengthening of maintenance capacities of public service providers while setting delivery standards</p>
<p><b>Brief description of project</b> This project aims to improve the quality of work, both physically and logistically, of the city's public and private service providers. At the same time, it aims to develop and receive approval for standards that will improve maintenance, efficiency and quality of services provided. The planned phases of the project are:</p> <ul style="list-style-type: none"> <li>Establishment of a team to study carefully the current standards of service provision;</li> <li>Development of improved service provision standards;</li> <li>Determination of economic and technical norms for targeted quality;</li> <li>Determination of organisational and technical capacities to provide quality services;</li> <li>Estimation of the costs to be covered in order to provide quality services;</li> <li>Raising of funds according to phases as determined in the study.</li> </ul>		
<p><b>Expected results</b> Improved logistics and condition of enterprises Improved quality of services provided in city Improved efficiency of public services Improved performance of city Improved quality of life</p>		<p><b>Targeted groups</b> Municipality Roads Maintenance Enterprise Greening of City Enterprise Cleaning Enterprise Decoration Enterprise Graveyard Maintenance Enterprise Other enterprises Community</p>
<p><b>Possible actors</b> Ministry of Territory Regulation and Tourism Ministry of Local Government and Decentralisation Municipality Possible donors</p>		<p><b>Possible contributors to the project</b> Ministry of Territory Regulation and Tourism Ministry of Local Government and Decentralisation Municipality Possible donors Business community Various interested organisations</p>
<p><b>Pre-conditions</b> Capacities, spaces and materials determined</p>		<p><b>Risk factors</b> Lack of financing</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>100,000 euros</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Three years</p>		<p><b>Impact period</b> After March 2005</p>

<b>No. 43</b>	<b>Project G3:O2:PG3:p1:</b> Conduct a study to balance costs and tariffs for provision of city services	<b>Type of programme G3:O2:PG3:</b> Definition of an adequate cost : tariff ratio for provision of services in accordance with the social policies of the municipality
<p><b>Brief description of project</b></p> <p>This project aims to determine accurately the costs of services provided by the municipality for it thus to set a reasonable level of tariffs, which would be applied according to community group. A precise appropriate budget can then be prepared.</p> <p>The forecasted phases are:</p> <ul style="list-style-type: none"> <li>Establishment of a team of experts to estimate costs and tariffs for public services;</li> <li>Collecting of data for calculation of costs and tariffs;</li> <li>Approval in principal by Municipal Council of types of service for which tariffs will be applied;</li> <li>Calculation of costs and tariffs for services approved by Municipal Council;</li> <li>Approval of costs and tariffs by Municipal Council;</li> <li>Inclusion of tariffs in annual fiscal package of city budget, following approval.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Accurately determined costs and tariffs</li> <li>Appropriately applied tariffs according to community group</li> <li>Increased revenues for Municipality</li> <li>Improved efficiency of public services</li> <li>Improved performance of city</li> <li>Improved service provision</li> <li>Improved quality of life</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Roads Maintenance Enterprise</li> <li>Greening of City Enterprise</li> <li>Cleaning Enterprise</li> <li>Decoration Enterprise</li> <li>Graveyard Maintenance Enterprise</li> <li>Other enterprises</li> <li>Community</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Possible donors</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> <li>Possible donors</li> <li>Various interested organisations</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Engagement of specialised human and technical resources ensured</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of willingness to participate in process</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b> <span style="float: right;"><b>200 euros</b></span></p>		
<p><b>Contact person for project</b></p> <ul style="list-style-type: none"> <li>Municipality</li> </ul>		
<p><b>Implementation period</b></p> <ul style="list-style-type: none"> <li>Two years</li> </ul>		<p><b>Impact period</b></p> <ul style="list-style-type: none"> <li>After July 2005</li> </ul>



<b>No. 44</b>	<b>Project G3:O2:PG4:p1:</b> Preparation of a set of measures to increase the standards of social services provided to marginalised groups	<b>Type of programme G3:O2:PG4:</b> Improvement of health and social services in the city
<b>Brief description of project</b> This project will build a package of well-coordinated measures to rehabilitate the infrastructure of social services provided to the community, such as pre-school institutions, healthcare centres, rehabilitation centres for people in need, etc. By forming a package, this project opens the way for future selection of high priority projects. The following steps will be undertaken: Selecting highest priority social infrastructure project for Berat; Describing implementation phase of project, in which all costs will be detailed; Ensuring funding to support the project; Selecting organisation to implement the project; Implementing the project and analysing the results.		
<b>Expected results</b> Support provided for people in need Social problems minimised Healthcare services improved Individuals with limited capabilities protected Social infrastructure in city improved Quality of life improved		<b>Targeted groups</b> Groups in need Municipality Directorate of Social Services
<b>Possible actors</b> Municipality Ministry of Social Affairs Ministry of Health Possible donors		<b>Possible contributors to the project</b> Municipality Ministry of Social Affairs Ministry of Health Possible donors Various interested organisations
<b>Pre-conditions</b> Adequate space provided		<b>Risk factors</b> Lack of financing
<b>Estimated expenses</b> <b>Total</b>		<b>Yet to be decided</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Four years		<b>Impact period</b> After 2005



<b>No. 45</b>	<p><b>Project G3:O3:PG1:p1:</b> Establishment of a system to control the level of pollution created by businesses operating at the municipal or regional level</p>	<p><b>Type of programme G3:O3:PG1:</b> Management of the environment through inter-institutional cooperation and increase in human resources and logistics</p>
<p><b>Brief description of project</b> This project aims to create a team with defined on-going responsibility that comprises experts from various institutions, in cooperation with regional and local relevant structures and the Committee of Environmental Protection (CEP), to monitor the activity and impact on the environment of the enterprises and businesses that operate in the region of Berat. This body will also be used as a focus for resolving the various problems that will be identified. The planned phases are as follows: Creation of an inter-institutional structure comprising environmental specialists to monitor continuously the environment in the city; Compilation of common reports on the situation; Creation of instructional materials for measures that need to be taken to improve the situation; Yearly publication of reports on the effect of enterprises and businesses on the region's environment.</p>		
<p><b>Expected results</b> Control of elements that damage the environment Improved environmental conditions in city Improved environmental conditions in region Prevention of environmental damage Decreased costs of interventions Improved health of community Improved social infrastructure in city Improved quality of life</p>		<p><b>Targeted groups</b> Local community Municipality Regional Directorate of Environment Environmental NGOs</p>
<p><b>Possible actors</b> Ministry of Environment Municipality Regional Directorate of Environment</p>		<p><b>Possible contributors to the project</b> Ministry of Environment Municipality Regional Directorate of Environment Various interested organisations</p>
<p><b>Pre-conditions</b> Signing of an inter-institutional agreement</p>		<p><b>Risk factors</b> Lack of financing Lack of understanding among the various parties</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>10,000 euros</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> One year</p>		<p><b>Impact period</b> After January 2006</p>



<b>No. 46</b>	<p><b>Project G3:O3:PG1:p2:</b> Provision of equipment necessary to analyse and monitor environmental standards and of training required to operate the equipment</p>	<p><b>Type of programme G3:O3:PG1:</b> Management of the environment through inter-institutional cooperation and increase in human resources and logistics</p>
<p><b>Brief description of project</b> This project aims to provide for the city the necessary capacity for identifying the type, level and risk of damage to the environment. Use of appropriate equipment will make it possible to gather accurate data, analyse the data and then act on the environmental indicators, with determination of measures to be performed in the form of programmes and projects. Thus, risk to the community will be either prevented or minimised, or be eliminated altogether. As part of the project, specialists will be trained in use of the equipment. The following actions are planned: Creation of a team of specialists to identify logistical needs; Determination of contemporary type and parameters of equipment required; Calculation of equipment costs; Training of specialists in use of equipment installed; Collection of base environmental data; Completion of measurements and undertaking of preliminary analysis of environmental conditions in city.</p>		
<p><b>Expected results</b> Improved environmental conditions Control of elements that damage Berat's environment Exact estimate of degree of risk Improved health of community Improved social infrastructure in city Improved quality of life</p>		<p><b>Targeted groups</b> Municipality, Regional Directorate of Environment Various interested organisations Environmental NGOs</p>
<p><b>Possible actors</b> Ministry of Environment Municipality Regional Directorate of Environment</p>		<p><b>Possible contributors to the project</b> Municipality Regional Directorate of Environment Environmental NGOs Possible donors</p>
<p><b>Pre-conditions</b> Close cooperation obtained with Committee of Environmental Protection</p>		<p><b>Risk factors</b> Lack of financing Lack of understanding among parties involved</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>50,000 euros</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Three months</p>		<p><b>Impact period</b> After June 2006</p>

<b>No. 47</b>	<p><b>Project G3:O3:PG1:p3:</b> Holding, once a quarter, of a round-table among institutions and organisations operating in the field of environment to discuss environmental protection</p>	<p><b>Type of programme G3:O3:PG1:</b> Management of the environment through inter-institutional cooperation and increase in human resources and logistics</p>
<p><b>Brief description of project</b> This project aims to improve the environment of Berat through coordination of the efforts and ideas of the various structures and organisations that operate in environmental protection. Periodic holding of round-tables will be one means of coordinating the possibilities and activities. At the first round-table, the Committee of Environmental Protection (see projects <b>G3:O3:PG1:p1</b> and <b>G3:O3:PG1:p2</b>) will be elected. The following steps are foreseen:</p> <ul style="list-style-type: none"> <li>Establishing a team to develop platform of discussions and manage round-tables and their outcomes;</li> <li>Inviting to the discussions the institutions, organisations and other interested actors that deal with environmental protection;</li> <li>Determining during these debates the various problems and the possibilities and capacities that could be used to solve them;</li> <li>Taking common initiatives and forming groups of common interests;</li> <li>Publishing the results to raise public awareness.</li> </ul>		
<p><b>Expected results</b> Improved environmental conditions Control over elements that affect the city's environment Improved health of community Improved social infrastructure in city Improved quality of life</p>		<p><b>Targeted groups</b> Local community Municipality Regional Directorate of Environment Environmental NGOs</p>
<p><b>Possible actors</b> Municipality Regional Directorate of Environment</p>		<p><b>Possible contributors to the project</b> Municipality Regional Directorate of Environment Various interested organisations</p>
<p><b>Pre-conditions</b> Inter-institutional agreement signed</p>		<p><b>Risk factors</b> Lack of understanding among interested parties</p>
<p><b>Estimated expenses</b> <b>Total</b></p>		<p><b>2,000 per year</b></p>
<p><b>Contact person for project</b> Municipality</p>		
<p><b>Implementation period</b> Every three months</p>		<p><b>Impact period</b> After June 2005</p>



<b>No. 48</b>	<b>Project G3:O3:PG1:p4:</b> Preparation of Environmental Impact Assessment maps of the city and the development of action plans to eliminate threats	<b>Type of programme G3:O3:PG1:</b> Management of the environment through inter-institutional cooperation and increase in human resources and logistics
<b>Brief description of project</b> This project aims to facilitate a transition from estimating indicators and parameters to preparing Environmental Impact Assessment (EIA) maps. This means gaining an understanding of the current environmental situation in the entire city and establishing a development of the city from an environmental point of view. Good knowledge of environmental hot spots will lead to compilation of environmental action plans to improve the situation or even eliminate the problems. The following actions are foreseen: Creation of a team of specialists to undertake the study; Preparation of Environmental Impact Assessment maps; Preparation of an action plan to soften or even eliminate the risks.		
<b>Expected results</b> Improved environmental conditions Control over elements that affect Berat's environment Accurate evaluation of degree of risk Establishment of measures necessary to resolve city's environmental problems Improved health of community Improved social infrastructure in city Improved quality of life		<b>Targeted groups</b> Local community Municipality Regional Directorate of Environment Environmental NGOs
<b>Possible actors</b> Ministry of Environment Municipality Regional Directorate of Environment		<b>Possible contributors to the project</b> Ministry of Environment Municipality Regional Directorate of Environment Various interested organisations
<b>Pre-conditions</b> Close cooperation obtained with CEP		<b>Risk factors</b> Lack of financing Lack of understanding among interested parties
<b>Estimated expenses</b> <b>Total</b>		<b>10,000 euros</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> Six months		<b>Impact period</b> After October 2006

<b>No. 49</b>	<b>Project G3:O3:PG2:p1:</b> Preparation of publications to raise the level of environmental awareness in the city	<b>Type of programme G3:O3:PG2:</b> Active participation of civil society in trying to solve environmental problems
<p><b>Brief description of project</b></p> <p>This project aims to develop and publish materials that will raise public awareness of the environmental problems in the city and region as a whole. Raising public awareness is regarded as an important means to change the opinion of the community in favour of an improved environmental situation. At the same time, these materials will promote the local features of the environment that the city has inherited. Thus, the materials will enhance discussion and create ideas and initiatives that will favour the protection of the environment.</p> <p>It is planned in the project to:</p> <ul style="list-style-type: none"> <li>Raise funds to publish the materials;</li> <li>Establish a team that will be engaged in developing for publication a range of materials on the environmental situation in the city;</li> <li>Gather appropriate data and the results of local studies and research into environmental protection;</li> <li>Select appropriate information and make it ready for publication;</li> <li>Determine an appropriate format and cost of publication;</li> <li>Publish the materials.</li> </ul>		
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>Community awareness raised</li> <li>Opinions and ideas exchanged</li> <li>Opinions of qualified experts promoted</li> <li>Health of community improved</li> <li>Quality of life improved</li> </ul>		<p><b>Targeted groups</b></p> <ul style="list-style-type: none"> <li>Local community</li> <li>Municipality</li> <li>Regional Directorate of Environment</li> <li>Environmental NGOs</li> </ul>
<p><b>Possible actors</b></p> <ul style="list-style-type: none"> <li>Ministry of Environment</li> <li>Municipality</li> <li>Regional Directorate of Environment</li> </ul>		<p><b>Possible contributors to the project</b></p> <ul style="list-style-type: none"> <li>Ministry of Environment</li> <li>Municipality</li> <li>Regional Directorate of Environment</li> <li>Various interested organisations</li> </ul>
<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>Boards and teams established to administer publications</li> </ul>		<p><b>Risk factors</b></p> <ul style="list-style-type: none"> <li>Lack of financing</li> <li>Lack of understanding among interested parties</li> </ul>
<p><b>Estimated expenses</b></p> <p><b>Total</b></p>		<b>4,000 euros per year</b>
<p><b>Contact person for project</b></p> <p>Municipality</p>		
<p><b>Implementation period</b></p> <p>One year</p>		<p><b>Impact period</b></p> <p>After January 2006</p>



<b>No. 50</b>	<b>Project G3:O3:PG2:p2:</b> Organization in the media of a programme of public debate to raise in the community awareness of environmental issues	<b>Type of programme G3:O3:PG2:</b> Active participation of civil society in trying to solve environmental problems
<b>Brief description of project</b> This project aims to raise awareness in the community, particularly among certain groups, of the environmental problems the city and community are facing. It will do this by holding public debates. As round-tables held under public scrutiny the debates will become a window for direct communication with the public, for people, including members of local government and institutions, to express their worries and suggest ways to resolve the problems. It is planned in the project to: <ul style="list-style-type: none"> <li>Establish a team to organise and facilitate periodic debate;</li> <li>Determine the platform for debate according to the chosen theme;</li> <li>Choose a TV channel and find adequate funds for holding the discussions;</li> <li>Hold the meetings;</li> <li>Publish and analyse the results and conclusions.</li> </ul>		
<b>Expected results</b> Community awareness raised Opinions and ideas exchanged Opinions of qualified experts promoted Health of community improved Quality of life improved		<b>Targeted groups</b> Local community Municipality Regional Directorate of Environment Environmental NGOs
<b>Possible actors</b> Ministry of Environment Municipality Regional Directorate of Environment		<b>Possible contributors to the project</b> Ministry of Environment Municipality Regional Directorate of Environment Various interested organisations
<b>Pre-conditions</b> Boards and teams to administer publications established		<b>Risk factors</b> Lack of financing Lack of understanding among interested parties
<b>Estimated expenses</b> <b>Total</b>		<b>2,000 euros per year</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> One year		<b>Impact period</b> After June 2006

<b>No. 51</b>	<p><b>Project G3:O3:PG2:p3:</b>          Organization of monthly meetings with the participation of representatives of the Citizens' Commission, Students Union, businesses and NGOs to discuss environmental issues</p>	<p><b>Type of programme G3:O3:PG2:</b>          Active participation of civil society in trying to solve environmental problems</p>
<p><b>Brief description of projects</b>          This project aims to include in the development of environmental programmes and projects the opinions of Berat's citizens, including those of the Citizens Commission, city youth, a range of businesses and the local authorities, and to increase the chance for undertaking of common projects through engaging local, national and international NGOs.          Through holding monthly meetings, it is anticipated that interesting ideas and initiatives will emerge for improving the environmental situation in the city.          The project foresees:          Developing monthly and annual action plans for meetings to be held;          Developing an outline for each meeting;          Holding the meetings;          Collecting opinions, ideas and initiatives;          Analysing the opinions and forming conclusions;          Publishing the results in the municipal paper;          Establishing local groups and partnerships, such as between community and local government, based upon common interests.</p>		
<p><b>Expected results</b>          Community awareness raised          Opinions and ideas exchanged          Opinions of qualified experts promoted          Health of community improved          Quality of life improved</p>		<p><b>Targeted groups</b>          Municipality          Regional Directorate of Environment          Environmental NGOs</p>
<p><b>Possible actors</b>          Ministry of Environment          Municipality          Regional Directorate of Environment</p>		<p><b>Possible contributors to the project</b>          Ministry of Environment          Municipality          Regional Directorate of Environment          Various interested organisations</p>
<p><b>Pre-conditions</b>          Boards and teams to administer publications established</p>		<p><b>Risk factors</b>          Lack of financing          Lack of understanding among interested parties</p>
<p><b>Estimated expenses</b>  <b>Total</b></p>		<p><b>1,000 euros per year</b></p>
<p><b>Contact person for project</b>          Municipality</p>		
<p><b>Implementation period</b>          One year</p>		<p><b>Impact period</b>          After September 2006</p>



<b>No. 52</b>	<b>Project G3:O3:PG2:p4:</b> Establish in City Hall a direct electronic communications line to gather claims and suggestions regarding environmental issues of concern to the community	<b>Type of programme G3:O3:PG2:</b> Active participation of civil society in trying to solve environmental problems
<b>Brief description of project</b> <p>This project aims to establish and maintain an e-mail account for the municipality. Through this means of communication, citizens will be able reasonably easily to pass on to the municipality their opinions on and problems with environmental issues in the city. It will ensure a fast and direct communication with citizens, overcome obstacles to communication between local authorities and citizens and make communications more open and effective.</p> <p>The result of the project will be increased transparency of local government and more readily collected opinions on service provision. The projects plans to:</p> <ul style="list-style-type: none"> <li>Open an e-mail account for the municipality;</li> <li>Gather by e-mail information on environmental issues of concern to the community;</li> <li>Analyse the information;</li> <li>Define the problems and their resolution;</li> <li>Respond rapidly to the citizens queries;</li> <li>Invite interested citizens to participate in common environmental initiatives.</li> </ul>		
<b>Expected results</b> Transparency with the public Opinions and ideas exchanged Opinions of experts promoted Citizens' opinions collected on quality of service provision		<b>Targeted groups</b> Local community Municipality Regional Directorate of Environment Environmental NGOs
<b>Possible actors</b> Municipality		<b>Possible contributors to the project</b> Regional Directorate of Environment Various interested organisations
<b>Pre-conditions</b> Format of means of communications developed		<b>Risk factors</b> Negligence of project
<b>Estimated expenses</b> <b>Total</b>		<b>1,100 euros per year</b>
<b>Contact person for project</b> Municipality		
<b>Implementation period</b> One year		<b>Impact period</b> After January 2006



## **Annex 1: Report on ‘Survey of Locally Enabling Business Environment’**

### **Introduction**

The business survey that formed part of the development of the Strategy was conducted during the period March to April, 2004 and is reported here. The purpose of the survey was to provide additional information for the process of Local Economic Development planning in the Municipality of Berat. At the same time, the way the survey was carried out was aimed to provide further experience for the municipality, particularly for the Development Office.

The report below is a concise presentation of the main findings of the survey. In addition, a broader report was prepared, where the performance of all five municipalities participant in the DELTA project can be compared. The survey data are also available electronically, creating the opportunity for each municipality to make further analyses according to their needs.

This survey was carried out in close collaboration with the Office of Economic Development in the Municipality of Berat. Mr Emiliano Zhulegu made a special contribution in organizing the survey.

### **Statistical description of the sample of businesses interviewed**

- Fifty-eight businesses operating in Berat were interviewed, representing about 5 per cent of the businesses registered with the Municipality (1,130 businesses at the time of the survey).
- Opinions were gathered from the following business representatives: owner in 44 businesses, general manager in five businesses and senior manager in nine businesses.
- Twenty-one of the 58 businesses had one owner, one was a cooperative, one a public enterprise and 35 had more than one owner.
- Twelve of the businesses were manufacturing businesses, 12 were involved in trade, 26 in service provision and eight were construction businesses.
- The length of time that the businesses had been active ranged from two to twelve years, with most being active from six to ten years.
- Thirty-five of the businesses reported that they had fewer than five employees (mostly one), thirteen had six to ten employees, eight had eleven to 50 employees and two more than 50 employees.



## **Main findings**

### ***Opinions about the business climate in Berat***

- 59% of the businesses reported that it was difficult for them to find qualified workers, while 40% reported the opposite. (Question 9.)
- 48% reported that they were short of sales & marketing and management skills (taken together). (Question 10.)
- 61% reported that the main source of competition was local businesses, while 21% of them reported imports as the main competitor. (Question 11.)
- There are a limited number of business associations in the city (Question 12), which could be due to the poor appreciation they received in Question 22.
- Only 10% of businesses reported that they needed fewer than 10 days to renew their licences. (Question 16.)
- The three main factors regarded as hindering business expansion were informal competition (55%), poor electricity supply (41%) and high taxes (41%). (Question 15.)
- More than 70% of businesses reported that they had been inspected fewer than three times by the tax authority. 19% reported that they had paid fines and 9% that they had paid bribes to the tax authority. (Question 20.)
- 48% of businesses reported that the business environment has improved in the last three years. (Question 33.)
- The three biggest problems that businesses had with regard to relationship with local government were: competition with the informal sector, use of power to favour dishonest competition, and corruption and illegal practices. (Question 17.)

### ***Expectations of businesses***

- 47% of businesses reported that they plan to invest within the municipality. 29% reported that they do not plan to invest in the future. (Question 8.)
- The three most mentioned expectations were: reduced taxes (40%), improved electricity supply and infrastructure (22%), reduced informal market and all businesses treated equally received the same percentage. (Question 18.)
- 22% of businesses expected the municipality to offer financial incentives through its local tax policies.
- About 75% of businesses expected to spend fewer than five days renewing their licences for the following year.

### ***Awareness among businesses of municipality functions***

- 69% and 71%, respectively, of businesses reported that did not know about the role of the LED and RED offices. (Question 22.)
- 69% of businesses reported that they were not aware of the professional associations or of the role that these associations play. (Question 22.)
- 45% of businesses were not aware of the private professional services that are available in the municipality. (Question 22.)
- 48% of businesses did not know a department in the municipality that deals with Local Economic Development. (Question 26.) 16% did not respond to the question.

### **SWOT (in the questionnaire)**

#### ***Strengths***

- Museum and tourism values;
- Civilised society;
- Abundance of natural resources;
- Low labour costs: wages in the area are very low.

#### ***Weaknesses***

- Poor infrastructure;
- Low level of economic development: the purchasing power of the population is very low;
- Emigration of the population;
- Isolated city
- Poor image of city from chaos of year 1997;
- Incapable local government.

#### ***Opportunities***

- Most expectations of businesses do not involve large costs, mainly improved procedures.
- The city has a good reputation with regard to tourism values.



*Threats*

- A considerable number of businesses are not thinking of increasing their activity.
- Very few businesses intend investing in tourism;
- Perception of local government is as an inhibitor of business;
- Informal economy: one of the most important factors reducing the number of registered businesses.
- Worsening of business climate in the municipality.

**STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT**

**2005 – 2010**

