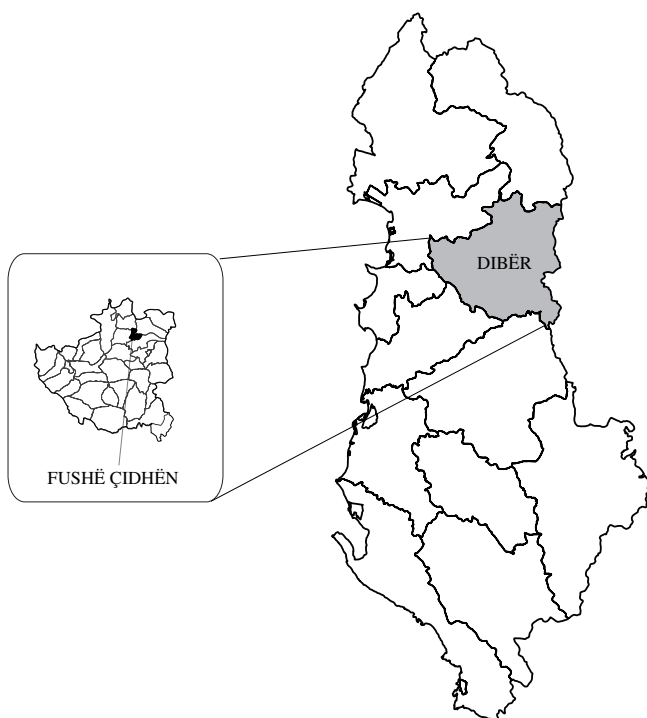


FUSHË ÇIDHËN COMMUNE, DIBRA COUNTY

Mid-Term Development Strategy

2008–2015



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



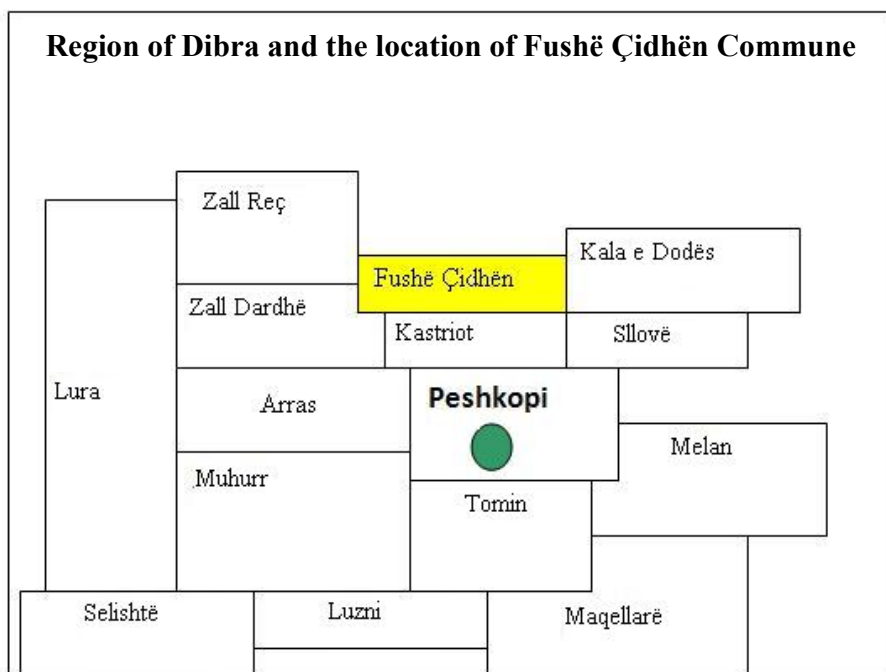
Copyright © 2008 Commune of Fushë Çidhën, Dibër County

*Design and Printing
Maluka shpk*

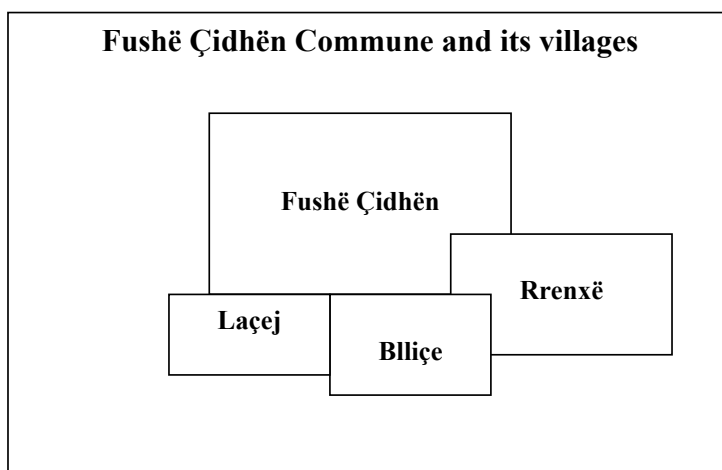
Table of Contents

		Page
I.	Introduction	5
II.	Methodology	6
III.	Expected benefits from Strategic Plan implementation	8
IV.	Implementation of the Plan	10
V.	Vision and Goals	11
VI.	Local business survey	12
VII.	History of the commune.....	14
VIII.	Information and current trends.....	18
IX.	SWOT analysis	23
X.	Matrix of the Strategic Plan	28
XI.	Forms on strategic development	31
XII.	Project fiches	41
 Annex		
	Annex 1: Decision of Commune Council.....	58
	Annex 2: Analysis of survey of businesses in Fushë Çidhën.....	59

Region of Dibra and the location of Fushë Çidhën Commune



Fushë Çidhën Commune and its villages



I. Introduction

I greet and thank in advance all the readers of this document, hoping that the interest you are showing in our commune will encourage you to contribute towards its development according to your possibilities and in the implementation of the mid-term development strategy of Fushë Çidhën (Fush Alie) commune.



I salute the contribution of the community members, their chosen representatives and the administrative staff of our commune, who have actively participated in the implementation phases of the strategy development, which can now be considered as the product of cooperation among all interested parties.

I thank the government of the Netherlands, which, through the contribution of SNV and the excellent cooperation with the authorities and specialists of Dibra District and FLAG, has enabled us to conclude this main strategic document for the rapid and well-planned development of our commune.

It is precisely the best human qualities and wisdom in appraisal of specific situations that made possible an arrangement of programmes collectively in a mid-term development plan, which is based on research of the current strengths and activation of potential opportunities, as well as elimination of weaknesses and avoidance of threats.

Our commune does not lack the capacity to figure out efficient methods for implementation of its vision of the future, assessing and using the assistance offered by the organizations and institutions participating in this project and which, with their goodwill and commitment, became part of our efforts to develop a Strategic Development Plan for Fushë Çidhën (Fush Alie) Commune, for the period 2008–2015.

We require the contribution of everyone with an interest in this Plan, and I declare that the local authorities will welcome you because we are convinced that economic development of this commune demands rapid implementation of the Plan, which will assist all actors in terms of organization and implementation of services to be provided to the community.



**HEAD OF COMMUNE
ARANIT SKEPI**

II. Methodology

The steps and actions taken during the process to compile a Vision and Strategic Plan of Fushë Çidhën Commune considered the fact that a Vision is a joint declaration from a community and other actors involved with it to try and achieve for an improved future. The present document, the Strategic Plan, shows how this Vision will become a reality. It specifies the main goals, objectives, programs and projects that will make possible the fulfilment of the Vision, and refers to the budget, human resources and legal issues that relate to the planned implementation.

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

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

Preliminary stage

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

1st stage

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

- business questionnaires conducted
- profile of commune used to feed SWOT analysis

2nd stage

- engagement of all players and analysis of main trends by making use of extended meetings of Planning Commission and the questionnaires conducted with businesses
- brainstorming techniques were applied during data analysis

3rd stage

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

4th stage

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

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

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

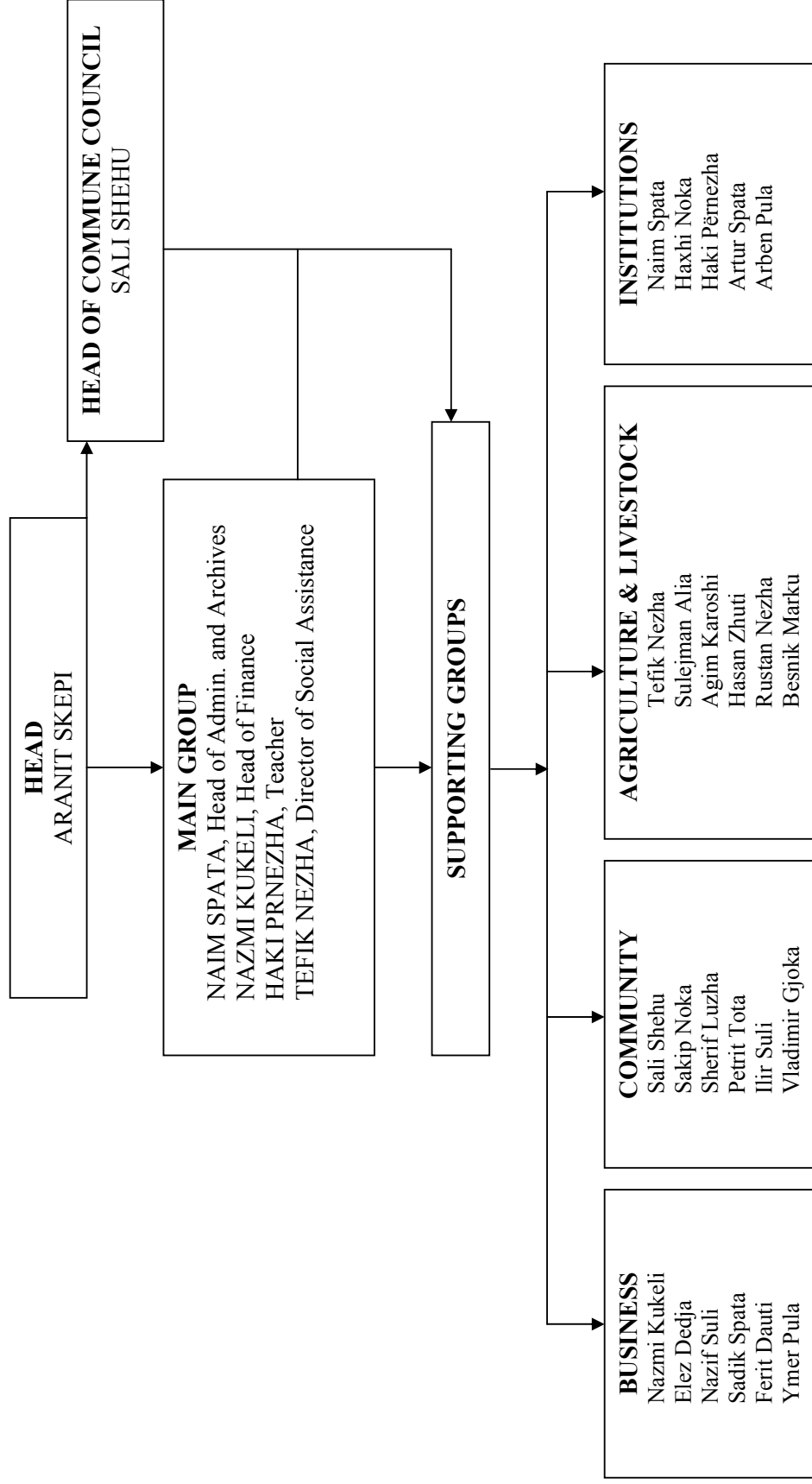
The draft version of the material was prepared and approved by the Council of the Commune. It was the duty of all players to be involved in the monitoring and evaluation of the progress during implementation of the Strategic Planning.

III. Expected benefits from Strategic Plan implementation

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

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

Strategic Planning Commission of Fushë Çidhën Commune



IV. Implementation of the Plan

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

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

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

V. Vision and Goals

Vision

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

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

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

VISION OF FUSHË ÇIDHËN COMMUNE

By 2015, Fushë Çidhën Commune will be focusing on increasing agricultural and farming production, exploiting effectively its resources and providing quality infrastructure, a place where the environment and cooperation between business and local authorities is effective in order to encourage regular self-employment and to ensure a stable market for the commune's products

Goals

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

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

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

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

Goal 1. Provision of contemporary governance ensuring an effective and efficient administration of public assets and creating adequate conditions for stable human, social and economic development of the commune

Goal 2. Provision of public infrastructure and services of good quality in the whole commune, in order to anticipate and support the economic and social development of the commune

Goal 3. Increase in choice and stability of production, processing and trading in the commune, exploiting the natural potential and advantages of the area with effective models of cooperation with business

VI. Local business survey

A survey was carried out with local businesses in Fushë Çidhën commune in order to better understand their concerns, expectancies and exigencies. The intention of the survey was to gather organized information on the assessment of the business community of the economic situation in the commune, the perspective of doing business here, the conditions and regulations affecting local businesses, policies and practices that might hinder the development of existing businesses, and the community's demands and requirements for the improvement of the business climate.

The survey on the business climate was developed in November 2007 with the participation of 25 businesses with different activities. The principal perception of the businesses is that the commune authorities do not have the adequate means and authority to support the development of small and medium enterprises. This perception could be a consequence of poor communication and dialogue between the commune authorities and businesses.

During discussions, the business representatives expressed the wish for the local authorities to have more financial resources at their disposal, so that their capacity and possibilities to support the economic development of the commune might grow.

The insertion of business opinions in the development of the Strategic Plan was an important step towards initiation of the decision-making process. Through this step opinions of a group of people with a large influence on the economic development of the commune were analyzed.



Analysis of survey performed with production, processing and trading businesses

VII. History of the commune

Fushë Çidhën Commune is located in the northern part of Dibra District. It is 15 km² in size and comprises four villages with a total population of 4,010 residents. Fushë Çidhën is situated on the eastern bank of the River Drin i Zi, and ranges in altitude from 380 m above sea level to the high peaks of Korabi mountain.

The territory of the commune has long been inhabited and historically belongs to the Çidhen region, which is also the name of the commune. There are several archaeological remains supporting the view of ancient inhabitation of the region and signs of considerable development in different periods.

This region is the centre of the Kastriot principedom and is the birthplace of the Albanian's national hero Gjergj Kastriot Skanderbeg. More information can be found in the National Museum in Tirana and in Marin Barleti's book *The History of the Life and Achievements of Skanderbeg* (Rome, 1508).

The strategic geographical position, the convenient climate, the fertile soil, the excellent water resources and greenness of the area, has made it possible historically for this region to build an economy based on agricultural and farming produce. The diversity of microclimates and the position and altitude of the land have allowed the cultivation of a wide range of agricultural and farming products.

Administratively, following the installation of the totalitarian regime, the region became an agricultural and farming cooperative. After 1990 and the implementation of reforms concerning the return of lands, the families of the region began to establish their own small businesses but in an unorganized way with little cooperation between each other. The farmers were unprepared for the changes with little capacity for investment. The unconsolidated private market, distance from urban centres, overloaded infrastructure and emigration became additional negative factors that reduced overall productivity, creating a subsistence farming economy.

The commune comprises the following four villages:

1. Fushë Çidhën: 1,499 residents, 380 families with 189 ha agricultural land and 70 ha pastures
2. Lace: 576 residents, 140 families with 65 ha agricultural land and 34 ha pastures
3. Billice: 1458 residents, 304 families with 203 ha agricultural land and 64 ha pastures
4. Rrenze: 477 residents, 120 families with 101 ha agricultural land and 120 ha pastures

The economy of this region, has been historically based on agriculture, forestry and livestock farming. The trade in its produce has historically extended outside Dibra's borders. However, for a long time, this area has produced mostly for its own needs. However, it has the potential to increase productivity

and broaden its range of products. One major obstacle to an increase in trade and productivity is the level of road infrastructure, along with the lack of irrigation and drainage systems.

Today, the residents of this region have become more and more aware of the possible exploitation of the area's real capacities and those that can be activated, as well as the elimination of weaknesses, in order for their activities to be developed for production, processing and trade, with acceptable economic results and higher profits.

Based upon the great qualities of the residents and the natural resources of the region, the commune of Fushë Çidhën will rapidly develop through working and cooperating in an organized way.

General information about the commune

Commune of	FUSHË ÇIDHËN	is situated	10	km	from the city of	PESHKOPI	County	DIBËR								
Annual income per capita	50,000	lekë/year	Commune area						1,500							
Annual income from local taxes collected by the commune	700,000	lekë							ha							
Annual income from local taxes planned for the following year	1,000,000	lekë	Topographic map (No-menculature)													
Annual expenses on infrastructure for year 2006 are as follows	1,500,000	lekë	1:25,000													
			K-34-77-D-a													
			K-34-77-D-c													
Village	No. of residents	No. of families	No. of incoming families	No. of departing families	No. of immigrants	No. of vehicles	No. of students	No. of children up to 6 years old	Agricultural land (ha)	Pasturage (ha)	No. of families receiving social assistance	Annual visits to Health Centres	No. of teachers	No. of physicians	No. of nurses	No. of commercial units
Fushë Çidhën	1,499	380	2	13	30	6	243	26	189	70	193	470		1	3	3
Laces	576	140	0	6	25	5	48	13	65	34	73	30		0	1	1
Billice	1,458	304	3	14	15	4	293	23	203	64	180	625		0	4	6
Rrenxe	477	120	3	8	12	5	32	6	101	124	65	49		0	1	3
Commune total	4,010	944	8	41	82	40	616	68	558	292	511	1,348		1	9	13

Technical data about the commune

Technical conditions of the public infrastructure under the commune jurisdiction:		<i>EVIDENCED PRIOR INVESTMENTS RANKED BY IMPORTANCE</i>		
		No.	INVESTMENT DENOMINATION	Cost (leké)
1. Rural roads	total	25		
	Reconstructed	0	Completion of construction of water supply system in Soponika	40,000,000
Unreconstructed		25	Construction of irrigation system for Fush Alie	30,000,000
2. Urban roads	total	0	Asphalting of 6 km road from commune centre to main road	40,000,000
	Reconstructed	0	Reconstruction of reservoir in Rrenxe	5,000,000
Unreconstructed		0	Construction of a footbridge over Grama Stream	40,000,000
3. Water supplies	total	1	Reconstruction of two irrigation ditches in Bllice	30,000,000
	Reconstructed	1	Reconstruction of commune administration building and installation of necessary equipment	10,000,000
Unreconstructed		0	Construction of two inner roads in the commune	5,000,000
4.Schools	total	6		
<i>a) Reconstructed</i>		3		
Building area		0		
Garden area		0		
<i>b) Unreconstructed</i>		3		
Building area		0		
Garden area		0		
5. Health centres	total	3		
	Reconstructed	3		
Unreconstructed		0		
6. Sewer systems	total	0		
	Reconstructed	0		
Unreconstructed		0		
7. Irrigation ditches	total	25		
	Reconstructed	0		
Unreconstructed		25		
8. Public markets	total	0		
	Reconstructed	0		
Unreconstructed		0		
9. Parks & green areas	total	0		
	Reconstructed			
Unreconstructed		0		

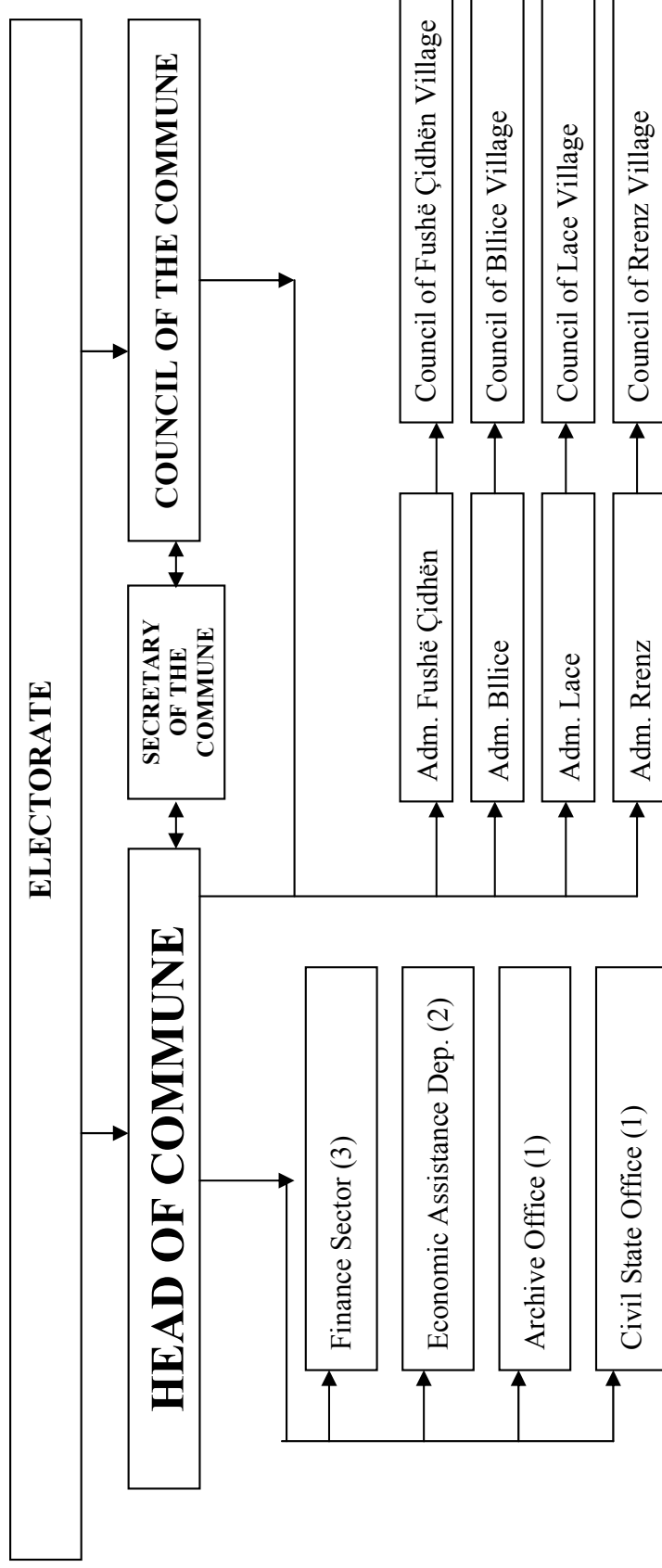
VIII. Information and current trends

1. General information

- Fushë Çidhën has a population density of 267 inhabitants per km² in comparison with the average for Dibra of 73.4 inhabitants/km².
- After 1990, the population of Dibra decreased by an average of 16 per cent as a result of emigration, whether abroad or elsewhere in Albania. The figure for Fushë Çidhën is much smaller, with four per cent of families leaving the commune in recent years.
- In Dibra, on average 21 per cent of families receive social aid payments, but in Fushë Çidhën the figure is much higher: currently 54 per cent of families receive social aid.
- Agriculture land covers 37 per cent and pastures cover 19 per cent of the territory of the commune. The average surface area of agriculture land is 0.59 ha per family, while at the county level this figure is 0.94 ha per family.
- Household income mainly comes from social aid, sale of produce, money from emigrants and self employment. Household income per person is not known exactly, but is estimated at approximately 130 lekë per person per day.

2. Administration and local governance

The Administration of Fushë Çidhën Commune comprises twelve employees, as shown in the scheme below:
The Commune Council comprises thirteen members.



3. Agriculture

Currently, the crops most commonly grown in Fushë Çidhën are cereals, corn and wheat, and fodder. Arboriculture has dropped drastically compared to the time before 1990, and is very low, mainly apple trees and cherry trees. Vegetable production has also fallen, as a result of deficiencies in the irrigation system, with families producing only enough to cover their own needs: the only produce that goes to market is surplus of wheat and corn: only ten per cent of families in the commune sell surplus production, while only ten per cent of fodder goes to market.

The main capacity for producing for the market is likely to be based on growing corn, wheat, apple, pear, cherry, white bean and grape. Such production would be greatly supported by reconstruction of the irrigation system, increasing opportunities for farmers to obtain loans for agricultural machinery and through training of farmers to increase production of these products, as well as through introducing highly efficient plant strains.

Another action to be taken is organization and provision of the market for future production, while the establishment of a local market for agricultural produce would be profitable, availing of the quality of the produce of this commune, as well as its location, lying only 11 km far from Peshkopi and other nearby regions with similar produce.

4. Animal husbandry

Currently, beef cattle and small livestock (sheep and a few goats) are raised in the commune. Among poultry, both chicken and other fowl are raised. Fowl production is almost entirely used for own needs with very little going to market.

Much of the beef goes to the market in a processed form, with some as fresh. The same applies to small livestock. Almost all families trade surplus produce.

Bee keeping and honey production is uncommon in Fushë Çidhën, but the potential exists for this activity based on historical tradition.

5. Road infrastructure

The level of road infrastructure in Fushë Çidhën is very poor and has created a considerable disadvantage for production and trading businesses. In order to get to the county centre, a producer has to travel 10 km to Peshkopi, along a road that is not asphalted and in very poor condition, including 3 km along the road from Kukës.

There is no asphalted rural road in the whole commune territory out of a total of 25 km, and there is a need to add a further 5 km of road in order for all four villages to be interconnected. The situation

is expected to improve with the asphaltting of the road to Peshkopi and all the connections with the villages and through the building of new inter-urban roads.

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

The construction of a bridge over the River Drini i Zi would enable Fushë Çidhën commune to become a point of transit linking the regions of Lura, Arras, Rec and Zall Dardha. This bridge would considerably shorten the distance to the tourism centre of Lura.

6. Water and electricity supplies

Of the four villages in Fushë Çidhën commune, only Rrenz and Bllica (some 45% of the whole population of the community) have a potable water supply. These villages are supplied from the system of Peshkopi, and each family has a functional supply. The rest of the population (55%) obtains its water from two small springs. The possibility exists of supplying this part of the community with water, through operating pumps in the system installed in Çidhen Village of the commune of Arras; the pipes extend as far as the public drinking fountains.

There is a functional electricity distribution network in Fushë Çidhën, which has a sub-station with sufficient capacity for the whole commune. However, it is essential to increase the number of hours of supply per day, also through the low level of non technical leaks and the regular payment of electricity bills by 90% of the residents.

The possibility exists of constructing a small hydroelectric power station on the Grama stream, in Rrenz Village, as this has considerable flow and a large height differential. The construction itself would help generate local employment.

7. Transport and telecommunications

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

The level of telecommunications is poor due to the absence of a post office and lack of land phone lines: only the mobile phone operators are functional in the region. Naturally, there is no Internet

access, and only the local television station signal is received because there is no antenna tower that provides this region with Albanian National Television signal.

8. Education and professional development

There are five schools in Fushë Çidhën commune, including two nine-year primary schools and four elementary schools. The current number of pupils is 700. There are few cases of non-attendance. Secondary education is undertaken at Peshkopi, Kastriot and Arras. The distance walked by children to secondary school is long. Very few children attend higher education, usually because of financial restraints. There are currently eight such students, most of whom are in Tirana.

Professional development is incalculable, even though it is necessary and required by residents that are aware of their need for professional development in order to face the overall development challenges. The commune is planning professional development opportunities in most priority areas.

9. Health care

Currently, in Fushë Çidhën Commune there are one health centre and three clinics in operation, with a combined staff of fourteen, including thirteen nurses and one physician. However, there is a need to increase the resources and improve the quality of the health care service. The staff carry out about 1,400 medical examinations per year.

10. Business

In Fushë Çidhën there are thirteen traders and service providers. The farms, all being small, have no business activity at all because of the small amount of local produce that goes to market. However, a need for training in how to manage agricultural and farming potential has been identified for the commune's families. The basis for new production, elaboration and commercial business is related to both productivity and economic income.

11. Assessment of tourism potential

The region's proximity to the Grama (Korabi) highlands constitutes a great potential for initiating summer and winter family tourism. This could be possible once the roads to these areas are improved. These highlands are an integral part (80%) of the territory of the commune. In addition, the banks of the River Drin i Zi could be also be exploited as recreational areas for the summer.

IX. SWOT analysis

S—Strengths that can promote development of the commune

QUALITY OF AGRICULTURAL LAND AND PASTURES WELL KNOWN

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

APPROPRIATE ENVIRONMENT FOR AGRICULTURAL AND FARMING DEVELOPMENT

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

TRADITION OF WORK AND EDUCATION

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

NATURE OF THE REGION

The region's highlands and other areas of tourism potential, as well as the multiplicity of flora and fauna, can attract tourists, hunters and climbers. Such activities can be undertaken in all seasons. The region has a rich flora with many plants in great demand from the pharmaceutical industry, as well as other wild plants, such as wild hazelnut, which is in demand in international markets. The good climate allows for cultivation of domestic hazelnut, which is also in great demanding both national and international markets.

W—Weaknesses, and ways to overcome them

LOW EXPLOITATION OF EXISTING CAPACITIES

It is clear that the commune's production covers mainly family needs with very little produce left for sale. This level of production is far from full exploitation of the production capacity of the commune's land. This low level of exploitation is not due to lack of interest or incompetence of

farmers. There are reasons for the inefficiency, which can be reversed through ensuring normal infrastructure, crediting opportunities, enabling of contemporary organs and assurance of collection and marketing, as these would promote maximum exploitation of the produce and of the commune's potential.

INADEQUATE ORGANIZATION AND INITIATIVES

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

COORDINATION OF EFFORTS

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

PRODUCTION IS MAINLY FOCUSED ON FAMILY NEEDS

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

SCARCE INFRASTRUCTURE

The local infrastructure is very deficient. It includes not only the poor local irrigation and drainage systems, but also the road infrastructure, which is regarded as the most important factor in holding back the economic development of the region. There are also deficiencies in the potable water and electricity supplies, as well as the costly means of communication and these have a negative role in the economic development of the region. Good step-by-step planning towards improvement of the situation is crucial, and this ought to be based on a strategic plan, in which all actors in the commune could find themselves with tasks that require commitment and interaction.

O—Opportunities to be exploited to help development

WILLINGNESS OF LOCAL AND CENTRAL AUTHORITIES

The commitment of both local and central government to develop initiatives in the community is obvious, with demonstration of good willingness for cooperation with all possible actors towards achieving the highest possible standards of economic development.

OPPORTUNITIES FOR TOURISM DEVELOPMENT

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

USE OF MICRO CREDITS

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

INCREASE OF TRADITIONAL PRODUCE BY FARMERS

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

POTENTIAL FOR NEW AND LESS DEVELOPED PRODUCE IN THE AREA

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

APPLICATION OF MODELS OF COOPERATION BETWEEN FARMERS

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

DEVELOPMENT OF GATHERING, PROCESSING AND TRADING BUSINESSES

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

T—Threats and ways to neutralize them

DELAYS TO ESSENTIAL IMPROVEMENT OF INFRASTRUCTURE

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

LACK OF COMMITMENT OF FARMERS IN COMMON INITIATIVES

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

EMIGRATION OF YOUNG QUALIFIED WORKFORCE

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

ENVIRONMENTAL DEGRADATION

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

INADEQUATE ENGAGEMENT OF CENTRAL AUTHORITIES TO IMPROVE THE SITUATION

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

X. Matrix of the Strategic Plan

By 2015, Fushë Çidhën Commune will be focusing on increasing agricultural and farming production, exploiting effectively its resources and providing quality infrastructure, a place where the environment and cooperation between business and local authorities is effective in order to encourage regular self-employment and to ensure a stable market for the commune's products			
Goal	Field	Objective	Programme
G1: Provision of contemporary governance ensuring an effective and efficient administration of public assets and creating adequate conditions for stable human, social and economic development of the commune	Governance and Administration	1.1 Modernization of commune administration to meet qualitatively the demands of the community and the economic development of the commune	1.1.1 Infrastructure
			Reconstruction of commune administration building and installation of necessary equipment
			Fencing and greening of area surrounding commune building
			Creation of recreational park in Rrenx Village
			Protection and greening of banks of Prama stream
			Reforestation of commune
			Building of sewage system in Bllice Village
			Conclusion of project on commune forestry protection and maintenance
			Improving finance and bookkeeping in commune administration by introduction of ALFA accounting software
			Training of commune employees and advisors
	Education and Professional Development	1.2 Improvement of the teaching process and development of the capacities of employees working in the most important economic enterprises	1.1.3 Professional development
			Establishment of Professional Development Unit in the commune
			Research into economic and social effects of construction of HEC in Skavica
			Registration of public property and undertaking of research of how to manage it efficiently
			Carrying out research into sewage and potable water systems management
			Research into differential system of local taxes and fees
	Health	1.3 Provision of a normal primary health service for all commune residents	1.1.4 Carrying out research
			Establishment of literary and scientific library for the secondary school
			Fencing and greening of primary school in Fushe Alie
			Fencing and greening of elementary school in Rrenx
			Fencing and greening of primary school in Bllice
			Provision of qualification course in livestock breeding
			Provision of a qualification course in agriculture and fruit growing
			Provision of a qualification course for beekeepers and medicinal plant cultivators
			Provision of essential medical equipment for Health Centre and clinics
Provision of ambulance for Health Centre			
Provision of refrigerators for safeguarding vaccines in clinics			
Training of medical staff			
Production of booklets informing people of health issues and problems			

Goal	Field	Objective	Programme	Project	No.	
G2: Provision of public infrastructure and services of good quality in the whole commune, in order to anticipate and support the economic and social development of the commune	Transport and Telecommunications	2.1 Organization of transport service for people and goods, and making available communications and information services to satisfy the developing demands of the community	2.1.1 Organization of transport	Organization of transport with commune's private vehicles owners	27	
				Provision of school transport	28	
		Road infrastructure	2.2 Achievement of normal standards of road infrastructure in the commune	2.1.2 Telecommunications infrastructure	Design and setting up of cable phone connection with national network, and functioning of the postal service	29
					Erection of television mast for broadcasting of public television channels	30
	Reconstruction of 25 km of rural roads			31		
	Asphalting of 6 km road from commune centre to main road			32		
	Water and Electricity Supply	2.3 Achievement of normal standards of water and electricity supply systems	2.2.1 Road infrastructure	Construction of two inner roads in the commune	33	
				Construction of a footbridge over Grama Stream	34	
			2.3.1 Carrying out research	Carrying out research into possibility of construction of HEC along Grama Stream	35	
				2.3.2 Water supply infrastructure	Completion of construction of water supply system in Saponika	36

Goal	Field	Objective	Programme	Project	No.		
G3: Increase in choice and stability of production, processing and trading in the commune, exploiting the natural potential and advantages of the area with effective models of cooperation with business	Agriculture	3.1 Provision of optimal physical infrastructure and improvement of farmers' knowledge in the augmentation of agricultural products, exploiting maximally the commune's tradition and potential	3.1.1 Capacity building	Provision of training courses in agriculture, including use of agricultural machinery	37		
			3.1.2 Carrying out research	Establishment of Agriculture Farmers' Association	38		
			3.1.3 Irrigation infrastructure	Construction of irrigation system for Fush Alie	39		
				Reconstruction of two irrigation ditches in Bllice	40		
	Farming	3.2 Increase in volume and quality of traditional stockbreeding, mainly cattle, and of farming produce, encouraging increase in level of processing	3.2.1 Carrying out research	Reconstruction of reservoir in Rrenxe	41		
				Carrying out research into cattle breed improvement	42		
			3.2.2 Professional development	Carrying out research into cattle breed improvement	43		
			3.2.3 Veterinary service	Provision of qualification courses in cattle breed improvement	44		
			3.2.4 Stimulation of farming businesses	Periodic standard vaccination of cattle	45		
			Businesses	3.3 Increase of choice and stability of production, processing and trading in the commune, exploiting its natural potential and advantages and use of effective models of business cooperation	3.3.1 Stimulation for setting up business	Establishment of two mini farms for livestock breeding	46
						Establishment of Livestock Farmers' Association	47
					3.3.2 Carrying out research	Construction of dairies in Bllica and Fush Alie villages	48
	Establishment of market for trade in agricultural and livestock produce	49					
	Tourism	3.4 Provision of adequate conditions to develop eco-tourism, mountain and family tourism	3.3.2 Carrying out research	Establishment of centre for provision of services absent in the commune	50		
				Encouragement for opening of souvenir shop	51		
			3.3.3 Professional development	Undertaking of study into activation and encouragement of handicraft products	52		
Undertaking of research into potential of cultivation and processing of medicinal herbs				53			
Tourism	3.4 Provision of adequate conditions to develop eco-tourism, mountain and family tourism	3.3.3 Professional development	Provision of a course on financial management of small farms	54			
			Carrying out a study for identification of potential opportunities for development of tourism	55			
		3.4.2 Supporting infrastructure	Carrying out a training course on eco-tourism, mountain and family tourism. Construction of alpine road to Sillove Grame (Korab) in cooperation with Sillova Commune	56 57			

XI. Forms on strategic development

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE							
DEVELOPMENT SECTOR	PUBLIC ADMINISTRATION						
AIM	Provision of contemporary governance ensuring an effective and efficient administration of public assets and creating adequate conditions for stable human, social and economic development of the commune						
OBJECTIVE	PROGRAMME Infrastructure Environmental protection Professional development Carrying out research						
1	Modernization of commune administration to meet qualitatively the demands of the community and the economic development of the commune						
PROJECT							
1	Reconstruction of commune administration building and installation of the necessary equipment						
2	Fencing and greening of area surrounding commune building						
3	Improving finance and bookkeeping in commune administration by introduction of ALFA accounting software						
4	Creation of recreational park in Rrenx Village						
5	Protection and greening of banks of Prama stream						
6	Reforestation of commune						
7	Building of sewage system in Billice Village						
8	Training of commune employees and advisors						
9	Establishment of Professional Development Unit in the commune						
10	Research into economic and social effects of construction of HEC in Skavica						
11	Registration of public properties and undertaking of research of how to manage it efficiently						
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity 2006	Quantity 2015	Unit	Explanatory notes	Indicator	Quantity	Unit
1	Number of commune administration employees	12	18			1	
2	Number of public institutions operating in commune	3	5				
3	Number of employees in public administration	63	80				
4	Number of pensioners	300	300				
5	Public enterprises (list)						
6	Number of counsellors	13	13				
7	Number of supervisors	4	4				
National of Regional Sectoral Strategies and Plans Affecting this Development Sector							
					1		National Strategy of Economic and Social Development
HEAD OF COMMUNE Aranit Skepi							

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE

DEVELOPMENT SECTOR

AGRICULTURE

AIM

Increase in choice and stability of production, processing and trading in the commune, exploiting the natural potential and advantages of the area with effective models of cooperation with business

OBJECTIVE

Provision of optimal physical infrastructure and improvement of farmers' knowledge in the augmentation of agricultural products, exploiting maximally the commune tradition and potential

PROGRAMME

Capacity building
Carrying out research
Irrigation infrastructure

PROJECT

Implementation period Approximate cost (lekë) Implementer Contributor

- 1 Provision of training courses in agriculture, including use of agricultural machinery
- 2 Carrying out study on increasing production from traditional fruit-growing in accordance with market demands
- 3 Construction of irrigation system for Fushe Alie
- 4 Reconstruction of two irrigation ditches in Bllice
- 5 Reconstruction of reservoir in Rtenxe
- 6 Conclusion of project on commune forestry protection and maintenance

DEVELOPMENT SECTOR INDICATORS

DEVELOPMENT MEASURING INDICATORS

Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1 Commune area	1,500	1,500	ha		1		
2 Agricultural production area	500	500	ha		2		
3 Orchards area	10	100	ha		3		
4 Vineyards area	10	100	ha				
5 Pasturage	500	500	ha				
6 No. of micro farms	50	200					
7 Annual vegetable production	1,000	3,000	Kv				
8 Annual fruit production	1,500	2,000	Kv				
9 No. of processing activities	100	300					
10 No. of agricultural machines	10	40					
11 No. of transport vehicles	13	20					

National of Regional Sectorial Strategies and Plans Affecting this Development Sector

- 1 National Strategy of Economic and Social Development
- 2 Commune strategy development
- 3

KRYETARI I KOMUNËS FUSHË ÇIDHËN
Aranit Skepi

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE

DEVELOPMENT SECTOR

FARMING

Increase in choice and stability of production, processing and trading in the commune, exploiting the natural potential and advantages of the area with effective models of cooperation with business

OBJECTIVE

Increase in volume and quality of traditional stockbreeding, mainly cattle, and of farming produce, encouraging increase in level of processing

PROGRAMME

- Carrying out research
- Professional development
- Veterinary service
- Stimulation of farming businesses

PROJECT

- 1 Construction of dairies in Billica and Fush Alië villages
- 2 Establishment of two mini farms for livestock breeding
- 3 Provision of qualification courses in cattle breed improvement
- 4 Periodic standard vaccination of cattle

Implementation period	Approximate cost (lekë)	Implementer	Contributor
2008-2009			
2008-2011			

DEVELOPMENT SECTOR INDICATORS

Indicator	Quantity		Unit	Explanatory notes
	2006	2015		
1	1,500	1,500	ha	
2	100	200	ha	
3	500	500	ha	
4	5,000	8,000		
5	1,500	2,500		
6	3,000	5,000		
7	50	200		
8	5	10	Kv	
9	0	0	Kv	
10	1,000	3,000	Kv	
11	1,500	2,000	Kv	
12	1	3		
13	100	300		

DEVELOPMENT MEASURING INDICATORS

Indicator	Quantity	Unit
1		
2		
3		
4		
5		

National of Regional Sectorial Strategies and Plans Affecting this Development Sector

- 1 National Strategy of Economic and Social Development
- 2 Commune strategy development

HEAD OF FUSHË ÇIDHËN COMMUNE
Aranit Skepi

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE							
DEVELOPMENT SECTOR							
ROAD INFRASTRUCTURE							
Provision of public infrastructure and services of good quality in the whole commune, in order to anticipate and support the economic and social development of the commune							
OBJECTIVE							
1 Achievement of normal standards of road infrastructure in the commune							
PROGRAMME							
Road infrastructure							
PROJECT							
		Implementation period	Approximate cost (lekë)	Implementer	Contributor		
1	Reconstruction of 25 km of rural roads	2008	15,000,000				
2	Asphalting of 6 km road from commune centre to main road	2008	40,000,000				
3	Construction of two inner roads in the commune	2008	8,000,000				
4	Construction of a footbridge over Grama Stream	2008	5,000,000				
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	Length of rural roads	25	30	km			
2	Reconstructed rural roads			km	1		
3	Unreconstructed rural roads	25	0	km	2		
4	Length of road to nearest city	12	12	km	3		
5	Internal roads	4	5	km	4		
6	Journey time from nearest city	1	0.5	hours	5		
					6		
					7		
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
					1		National Economic and Social Development Strategy
					2		Commune Development Strategy
HEAD OF FUSHË ÇIDHËN COMMUNE							
Aranit Skepi							

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE							
DEVELOPMENT SECTOR	WATER AND ELECTRICITY SUPPLY						
AIM	Provision of public infrastructure and services of good quality in the whole commune, in order to anticipate and support the economic and social development of the commune						
OBJECTIVE	PROGRAMES						
Achievement of normal standards of water and electricity supply systems	Carrying out research		Approximate cost (lekë)		Implementer	Contributor	
	Water supply infrastructure						
PROJECTS							
1	Carrying out research into possibility of construction of HEC along Grama Stream						
2	Carrying out research into sewage and potable water systems management						
3	Completion of construction of water supply system in Soponika						
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	2	4	pieces				
2	10	24	hours/day				
3	50	100	%				
4	40	80	litre/person				
5	300	300	lekë/month				
6	7	10	kWh/person				
7			hours/day				
8	12	24	hours/day				
9	90	100	%				
10							
11							
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
	1	National Economic and Social Development Strategy					
	2	Commune Development Strategy					
HEAD OFFUSHË ÇIDHËN COMMUNE							
Aranit Skepi							

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE							
DEVELOPMENT SECTOR	EDUCATION AND PROFESSIONAL DEVELOPMENT						
AIM	Provision of contemporary governance ensuring an effective and efficient administration of public assets and creating adequate conditions for stable human, social and economic development of the commune						
OBJECTIVE	PROGRAMES						
1	Improvement of the teaching process and development of the capacities of employees working in the most important economic enterprises School physical infrastructure Professional development						
PROJECT							
1	Establishment of literary and scientific library for the secondary school						
2	Fencing and greening of primary school in Fushë Alië						
3	Fencing and greening of elementary school in Rrenx						
4	Fencing and greening of primary school in Bllice						
5	Provision of qualification course in livestock breeding						
6	Provision of a qualification course in agriculture and fruit growing						
7	Provision of a qualification course for beekeepers and medicinal plant cultivators						
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity 2006	2015	Unit	Explanatory notes	Indicator	Quantity	Unit
1	No. of schools	6	6				
2	No. of pupils up to 8th grade	700	700				
3	No. of pupils not attending school	0	0				
4	No. of pupils in higher education						
5	No. of pupils per class						
6	No. of teachers						
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
	1	National Economic and Social Development Strategy					
	2	Commune Development Strategy					
HEAD OF FUSHË ÇIDHËN COMMUNE							
Aranit Skepi							

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE							
DEVELOPMENT SECTOR	HEALTH						
AIM	Provision of contemporary governance ensuring an effective and efficient administration of public assets and creating adequate conditions for stable human, social and economic development of the commune						
OBJECTIVE	PROGRAMME						
1	Provision of a normal primary health service for all commune residents	Health service infrastructure	Professional development	Public awareness			
PROJECT							
1	Provision of essential medical equipment for Health Centre and clinics						
2	Provision of ambulance for Health Centre						
3	Provision of refrigerators for safeguarding vaccines in clinics						
4	Training of medical staff						
5	Production of booklets informing people of health issues and problems						
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	No. of health personnel					1	
2	No. of doctors					2	
3	No. of ambulances					3	
4	No. of health centres					4	
5	Births						
6	People with chronic disease						
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
					1		National Economic and Social Development Strategy
					2		Commune Development Strategy
HEAD OF FUSHË ÇIDHËN COMMUNE							
Aranit Skepi							

MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE							
DEVELOPMENT SECTOR	BUSINESS (TRADING, PRODUCTION, HANDICRAFTS)	Implementation period	Approximate cost (lekë)	Implementer	Contributor		
AIM	Increase in choice and stability of production, processing and trading in the commune, exploiting the natural potential and advantages of the area with effective models of cooperation with business						
OBJECTIVE	Increase of choice and stability of production, processing and trading in the commune, exploiting its natural potential and advantages and use of effective models of business cooperation						
		PROGRAMME					
		Stimulation for setting up business					
		Carrying out research					
		Professional development					
PROJECT		Implementation period	Approximate cost (lekë)	Implementer	Contributor		
1	Establishment of market for trade in agricultural and livestock produce						
2	Research into differential system of local taxes and fees						
3	Undertaking of study into activation and encouragement of handicraft products						
4	Encouragement for opening of souvenir shop						
5	Undertaking of research into potential of cultivation and processing of medicinal herbs						
6	Provision of a course on financial management of small farms						
7	Establishment of Agriculture Farmers' Association						
8	Establishment of Livestock Farmers' Association						
DEVELOPMENT SECTOR INDICATORS		DEVELOPMENT MEASURING INDICATORS					
Indicator	Quantity 2006	Quantity 2015	Unit	Explanatory notes	Indicator	Quantity	Unit
1	No. of registered businesses				1		
2	No. of small businesses				2		
3	No. of agriculture businesses				3		
4	No. of stock-raising businesses				4		
5	No. of processing businesses				5		
6	No. of handicraft businesses				National of Regional Sectorial Strategies and Plans Affecting this Development Sector		
7	Production of sage				1		National Economic and Social Development Strategy
8	Hazelnut production				2		Region Development Strategy
9	Fruit production						
10	Honey production						
					HEAD OF FUSHË ÇIDHËN COMMUNE		
					Aranit Skepi		

MID TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE

DEVELOPMENT SECTOR

TRANSPORT & TELECOMMUNICATIONS

AIM Provision of public infrastructure and services of good quality in the whole commune, in order to anticipate and support the economic and social development of the commune

OBJECTIVE

Organization of transport service for people and goods, and making available communications and information services to satisfy the developing demands of the community

PROGRAMME

Organization of transport
Telecommunications infrastructure

PROJECT

Implementation period	Approximate cost (lekë)	Implementer	Contributor
-----------------------	-------------------------	-------------	-------------

- 1 Organization of transport with commune's private vehicles owners
- 2 Provision of school transport
- 3 Design and setting up of cable phone connection with national network, and functioning of the postal service
- 4 Erection of television mast for broadcasting of public television channels

DEVELOPMENT SECTOR INDICATORS

Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					

1							
2							
3							
4							
5							
6							
7							

National of Regional Sectorial Strategies and Plans Affecting this Development Sector
 1 National Economic and Social Development Strategy
 2 Commune Development Strategy

HEAD OF FUSHË ÇIDHËN COMMUNE
 Aranit Skepi

DEVELOPMENT SECTOR		MID-TERM DEVELOPMENT STRATEGY FOR FUSHË ÇIDHËN COMMUNE					
TOURISM		Implementation period	Approximate cost (lekë)	Implementer	Contributor		
AIM	Increase of choice and stability of production, processing and trading in the commune, exploiting natural potentials, advantages of the area and the effective models of business cooperation						
OBJECTIVE	PROGRAMME						
Provision of adequate conditions to develop eco-tourism, mountain and family tourism	Capacity building Supporting infrastructure						
PROJECT		Implementation period	Approximate cost (lekë)	Implementer	Contributor		
1	Carrying out a study for identification of potential opportunities for development of tourism						
2	Carrying out a training course on eco-tourism, mountain and family tourism.						
3	Construction of alpine road to Sillove Grame (Korab) in cooperation with Sillova Commune						
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	0	5				1	
2						2	
3						3	
4		1				4	
5							
6							
7							
8							
9							
10							
11							
12	3						
13	0	1					
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
						1	National Economic and Social Development Strategy
						2	Commune Development Strategy
						3	National Tourism Strategy
HEAD OF FUSHË ÇIDHËN COMMUNE							
Aranit Skepi							

XII. Project fiches

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

Project Title	Code G1.O1.P1.Pr1	Objective:
Reconstruction of commune administration building and installation of necessary equipment		Modernization of commune administration to meet qualitatively the demands of the community and the economic development of the commune
Short project description:		
Through this project the provision of adequate working conditions for the administration's employees will be achieved. For realization of this project, the following steps will be taken:		
<ol style="list-style-type: none"> 1. Preparation of project and estimate for reconstruction of the building 2. Identification of needs for office equipment in every office and for every job position 3. Market research undertaken for calculating the fund necessary for project implementation 4. Analysis of financial opportunities and provision of adequate funds 5. Carrying out of procurement procedures for the reconstruction and for the necessary equipment 6. Implementation of reconstruction according to the project and the plan 7. Installation of equipment in appropriate places 		
Outcomes:		Beneficiary:
Adequate conditions for administration employees provided		Commune administration Community
Potential actors:		Potential contributions in the project:
Commune authorities Administration employees Winning company for project implementation		Commune Potential donors
Preliminary conditions:		Risk factors:
Needs and market research on necessary equipment Approval of adequate funds		Insufficient funds to implement project Negligence by local administration employees
Estimated expenditures:		
For office furniture		() lekë
For electronics devices		() lekë
TOTAL:		
Implementation period:	2008–2010	Outcome period:
		2010

<p>Project Title Improved finance and bookkeeping in commune administration by introduction of ALFA accounting software</p>	<p>Code G1.O1.P3.Pr8</p>	<p>Objective: Modernization of commune administration to meet qualitatively the demands of the community and the economic development of the commune</p>
<p>Short project description: This project consists in the application of the ALFA system in the administration's bookkeeping. It will enable digitalization of the accounts. For realization of this project, the following steps will be followed: 1. Development of market research in order to enable the selection of local companies offering different services and establish the limit of funds; 2. Determination of job positions for the programme implementation, as well as individuals that will receive training, and systematization of existing financial data; 3. Development of procurement procedures for provision of services, such as installation, training and application of ALFA software in the Commune administration network; 4. Installation of software and copying of existing data from the database, through assistance of the winning company; 5. Training of administration employees and two others outside the administration in use of the software; 6. Contract annually for software maintenance. This software will facilitate financial and bookkeeping procedures, including the economic balance of the commune, and will also help in planning and implementing of the income plans. Through the use of this software it will be possible to produce accurate documents and materials of contemporary financial fields in a short time and according to contemporary standards.</p>		
<p>Outcomes: Administration employees better skilled Financial database established Financial documents produced within a short time Contemporary quality of documents and precise communication with institutions</p>	<p>Beneficiary: Commune administration Community Commune related institutions</p>	<p>Potential contributions in the project: Commune Potential donors</p>
<p>Preliminary conditions: Market research Approval of adequate funds Selection of employees to be trained in use of the software Provision of computers with necessary parameters</p>	<p>Risk factors: Insufficient funds to implement the project Negligence of local administration employees Systematization of existing data</p>	<p>Estimated expenditures: For installation of the programme in two job positions and network setup () lekë For in-service training of four employees () lekë For one-year maintenance contract beyond guarantee () lekë</p>
<p>TOTAL:</p>		
<p>Implementation period: During year 2008</p>	<p>Outcome period: Last four months of year 2008</p>	

Project Title Training of commune employees and advisers	Code G1.O2.P3.Pr9	Objective: Modernization of commune administration to meet qualitatively the demands of the community and the economic development of the commune
Short project description: Through this project training of the administration advisers and employees will be carried out in order to meet contemporary requirements. For realization of this project, the following steps will be followed: 1. Indication of training needs in cooperation with the Albanian Association of Communes (AAC), Dibra district, SNV, etc. 2. Indication of potential of AAC, Dibra district, SNV, etc., to support the training according to the identified themes 3. Analysis of financial capacities to provide the necessary training that cannot be provided by partner institutions 4. Design of graphic for training according to subject and plan participation 5. Carrying out of training and archiving of training materials along with respective report and proposals that emerge During the search for essentials, the prospective of possible developments in the commune will also be considered in order to pre-empt the short-term necessities.		
Outcomes: Administration employees and advisers professionally developed Contemporary standards attained in all fields of administration Community satisfaction level increased regarding services offered by the commune		
Potential actors: Commune authorities Administration employees AAC, district, SNV, etc.		
Preliminary conditions: Research into needs and opportunities Approval of adequate funds Design of training graphics		
Estimated expenditures: Per-diem, accommodation and transport For training participation		
Implementation period: 2008–2010		Outcome period: After each training
TOTAL:		() lekë () lekë

Project Title	Code G1.O1.P3.Pr10	Objective:
Establishment of Professional Development Unit in the commune		Modernization of commune administration to meet qualitatively the demands of the community and the economic development of the commune
Short project description:		
<p>This project will enable the institutionalization of a Professional Development Unit. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. With the approval of the secondary school, rooms will be used to hold various courses without interfering with the day to day teaching in the school 2. The Head of Commune will assign a group from the administration to constitute the Professional Development Unit, which will operate part time and identify necessary courses for the community and, in cooperation with the authorities and other institutions, facilitate procedures for the procurement of course lecturers 3. The number of participants in these courses will be decided upon in consultation with the selected lecturers 4. The subject course graphics will be published prominently in every village, in the commune building and in the secondary school building 5. The Professional Development Unit will archive the utilized materials and prepare a short report 6. The course graphics will be periodically updated and submitted for approval by the Head of Commune 		
Outcomes:		Beneficiary:
Administration employees and advisers professionally trained Contemporary standards in all fields of administration attained Increased community satisfaction with standard of services offered by the commune		Commune administration Community
Potential actors:		Potential contributions in the project:
Commune authorities Administration employees AAC, District, SNV, etc.		Commune Potential local and foreign donors Central authority institutions
Preliminary conditions:		Risk factors:
Research into needs and opportunities Approval of adequate funds Design of training development graphic		Lack of opportunities for carrying out training Negligence of local administration employees
Estimated expenditures:		
Per-diem, accommodation and transport For training participation		() lekë () lekë
TOTAL:		
Implementation period:	2008–2010	Outcome period: After each training

Project Title	Code G1.02.P1.Pr15	Objective:
Establishment of literary and scientific library for the secondary school		Improvement of the teaching process and development of the capacities of employees working in the most important economic enterprises
Short project description:		
<p>The realization of this project will provide a resource for increasing the knowledge of students and local adults who want to develop and improve their cultural or professional level. The library will facilitate the provision of knowledge and news for those interested. The library will be arranged into two sections, one for arts and humanities and the other for scientific literature. Library staff will be trained in how to obtain the latest news and relevant materials.</p> <p>1. Provision of adequate environment; 2. Furnishing of environment with necessary equipment; 3. Setting up of a working group to identify possibilities and needs of the library; 4. Identification of list of books to be provided by institutions free of charge; 5. Arrangement of collaboration agreement with the library in Peshkopi</p> <p>6. Preparation of regulation on library operation, including management methods; 7. Preparation of expense estimates and application for provision of necessary funds; 8. Management of expenses in accordance with legal procedures; 9. Inauguration and promotion of library</p>		
Outcomes:		Beneficiary:
School children will have opportunity to exploit library resources Adults will have opportunity to exploit library resources Opportunity to spend free time in a cultured environment Knowledge of library users increased		Commune administration Community Institutions related to the commune
Potential actors:		Potential contributions in the project:
Commune and secondary school leaders Donors Central and local authority institutions		Commune Potential donors Central and local authority institutions
Preliminary conditions:		Risk factors:
Research of needs and possibilities Approval of adequate funds Identification of list of books to be provided by institutions free of charge Preparation of regulation of library operations and management methods		Insufficient funds to implement the project Negligence of local administration and school employees
Estimated expenditures:		
For adaptation and completion of the environment For initial stock of books	() lekë () lekë	
TOTAL:		
Implementation period:	During 2008–2009	Outcome period:
		After 2009

Project Title: Provision of ambulance for Health Centre	Code: G1.O3.P1.Pr23	Objective: Provision of a normal primary health service for all commune residents
Short project description: Through this project an ambulance will be provided for the community, helping to solve the problem of linking the primary health centre to a hospital and improving the first-aid service in the event of insufficient capability of the health centre. For realization of this project, the following steps will be followed: 1. Market research, in order to estimate the funds required for purchase of an ambulance with predetermined parameters 2. Analysis of financial capacities and provision of adequate funds for purchase of the ambulance, salary for the driver(s), fuel and servicing 3. Carrying out of procurement procedures for purchase of the ambulance 4. Selection and assignment of driver(s) 5. Installation of equipment in designated places 6. Design of graphic for ambulance operation Opportunities for cooperation with nearby communes will be considered, including the size of contributions and service provision.		
Outcomes: Level of first-aid service improved Commune satisfaction level increased More effective cooperation with other health service institutions achieved	Beneficiary: Community Chronically ill patients Health service staff Commune authorities	
Potential actors: Commune authorities Central health institutions Health service staff	Potential contributions in the project: Commune Potential donors Central health institutions	
Preliminary conditions: Market research for ambulance with required parameters Approval of adequate funds	Risk factors: Insufficient funds to implement the project Negligence by local administration and health centre employees	
Estimated expenditures: For purchase of an ambulance For remuneration, fuel, servicing (for one year)	() lekë () lekë	
Implementation period: During year 2008	Outcome period: End of year 2008	Total

Project Title	Code: G1.03.P1.Pr24	Objective:
Provision of refrigerators for safeguarding vaccines in clinics		Provision of a normal primary health service for all commune residents
Short project description:		
<p>This project consists in the provision of vaccine refrigerators in the main health centre and the clinic in each village. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. Market research for estimation of funds required for purchase of the refrigerators with predetermined parameters 2. Analysis of financial capacities and provision of adequate fund for purchase of refrigerators 3. Carrying out of procurement procedures for purchase of the refrigerators 4. Installation of refrigerators in pre-determined places 		
Outcomes:		Beneficiary:
Vaccine shelf life safeguarded Community satisfaction level increased Time schedule for vaccinations		Community Health service staff Commune authorities
Potential actors:		Potential contributions in the project:
Commune authorities Central health institutions Health centre staff		Commune Potential donors Central health institutions
Preliminary conditions:		Risk factors:
Market research on refrigerators with parameters that meet actual needs Approval of adequate funds		Insufficient funds to implement the project Negligence of local administration and health centre employees
Estimated expenditures:		
Purchase of 10 refrigerators Transport, installation and adaptation expenses		() lekë () lekë
Implementation period:	TOTAL:	Outcome period:
During year 2008		End of year 2008

Project Title Training of medical staff	Code: G1.O3.P2.Pr25	Objective: Provision of a normal primary health service for all commune residents
Short project description: Through this project training of medical staff in the primary health service will be carried out, in order to meet contemporary needs. For realization of this project, the following steps will be followed: 1. Identification of training needs in cooperation with health service institutions 2. Identification of capacities in health service institutions to provide training according to identified themes 3. Analysis of financial capacities for provision of necessary training that cannot be provided by the partner institutions 4. Design of a training graphic according to theme and plan participation 5. Carrying out of training and archiving of training materials, including report and subsequent proposals The perspective of potential developments in the commune will be taken into consideration during the research of needs, in order to pre-empt short-term needs.		
Outcomes: Level of primary health service employee skills increased Contemporary standards of health service reached Community satisfaction level regarding services offered to commune increased	Beneficiary: Commune primary health service staff Community	
Potential actors: Commune health centre executives Health service institutions	Potential contributions in the project: Health service institutions Commune health centre executives Specialist donors	
Preliminary conditions: Research into needs and capacities Approval of adequate funds Design of training graphic	Risk factors: Lack of opportunities for carrying out training Negligence of local administration employees	
Estimated expenditures: Per diems, accommodation and transport For training participation	() lekë () lekë	
TOTAL:		
Implementation period: 2008–2010	Outcome period: After each training	

Project Title Design and setting up of cable phone connection with national network, and functioning of the postal service	Code: G2.O1.P2.Pr29 Objective: Organize of transport service for people and goods, and making available communications and information services to satisfy the developing demands of the community
Short project description: Through this project it will be possible to connect the commune with the national landline telephone network. The project will be divided into phases where, besides a cable connection with the national network, a switchboard will be established with adequate capacities for all customers in each village, along with an appropriate network, and the functioning of the postal service in collaboration with the main directorate. More specifically the following will be undertaken: Project study phase: 1. Design and estimate of works including laying of a cable, construction of central building, delivery of network and post office; 2. Study, design and preparation of estimate for equipment of the switchboard, phone network and post office; 3. Project study and estimates and cooperation with potential partners to establish implementation phases and contributions of the project participants Building phase: 1. Carrying out of procurement procedures for building and installation; 2. Carrying out of project approved by the competent authorities Operation phase: Putting the phone network and postal service into operation, according to a prearranged agreement with projects participants.	
Outcomes: Landline service provided and available for commune's clients Good communication created between institutions Various services available for the community through post office Internet access provided based on actual needs	
Potential actors: Commune authorities General Post Office Directorate Ministry of Public Works, Transport and Telecommunications	
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation	
Estimated expenditures: For project study phase () lekë For building phase () lekë For operations phase (for one year) () lekë TOTAL:	
Implementation period: 2008–2010 Outcome period: 2010	

Project Title Building of the road _____	Code: G2.O2.P1.Pr__	Objective: Achievement of normal standards of road infrastructure in the commune
Short project description: This project will design and build a road linking _____ with _____. This road is considered to be essential because _____. The road has the following approximate characteristics: Length _____ km; breadth _____ m; canals _____ m; cross ditches _____ m; bridge _____ (_____ m in length); dams _____ m. The road foundation will consist of _____ (_____ %) and _____ (_____ %). Approximately _____ m ³ of stone will be laid.		
Outcomes: Rapid and reliable communication with commune centre Economic activities encouraged and facilitated Services offered in centre of commune broadly expanded Transport for school children faster and less expensive	Beneficiary: Village communities Business community Commune administration	
Potential actors: Commune authorities Dibra district General Roads Directorate Ministry of Public Works, Transport and Telecommunication	Potential contributions in the project: Commune Dibra district Local and foreign donors Central authority institutions	
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation	Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Weak management and coordination among project participants	
Estimated expenditures: For project study phase _____ For building phase _____ TOTAL:	(_____) lekë (_____) lekë	
Implementation period: 2008–2010	Outcome period: 2010	

Project Title Reconstruction and asphaltting of the road _____	Code: G2.O2.P1.Pr	Objective: Achievement of normal standards of road infrastructure in the commune
Short project description:		
<p>This project will design and build a road linking _____ with _____. This road is considered to be essential because _____.</p> <p>The road has the following approximate characteristics: Length ____ km; breadth ____ m; canals ____ m; cross ditches ____ m; bridge ____ (____ m in length); dams ____ m. The road foundation will consist of ____ (____ %) and ____ (____ %). Approximately ____ m³ of stone will be laid. The steps that will be followed include:</p> <ol style="list-style-type: none"> 1. Preparation of project and estimate for the reconstruction of the road and asphaltting 2. Provision of adequate funds 3. Approval of the project by the competent authorities 4. Carrying out of procurement procedures for the reconstruction, as well as for the asphaltting 		
Outcomes:		
Rapid and reliable communication with commune centre Economic activities encouraged and facilitated Services offered in centre of commune broadly expanded Transport for school children faster and less expensive		
Potential actors:		
Commune authorities Dibra district General Roads Directorate Ministry of Public Works, Transport and Telecommunications		
Preliminary conditions:		
Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation		
Estimated expenditures:		
For project study phase For building phase TOTAL:		
Implementation period:		Outcome period:
2008–2010		2010

Project Title: Completion of construction of water supply system in Sopotnika	Code: G2.03.P2.Pr36	Objective: Achievement of normal standards of water and electricity supply systems
Short project description: This project comprises the design and construction of a water supply system in Sopotnika village. It will supply the villages of _____, _____, _____ and _____ with drinking water. The spring of _____ will be exploited, and is estimated to have an average flow of ___m ³ /sec. The water supply system will function through gravity. There will be a deposit with a capacity of ___ m ³ . For the construction of this water-supply system the following steps will be followed: 1. Research into possibilities and capacities of the collection and delivery network 2. Implementation of a full technical project and preparation of estimates for construction, and installation of necessary machinery and equipment 3. Research into opportunities of financing for this project sought with other potential actors, such as central authority institutions, the District or various donors 4. Signing of agreement between commune authorities and other participants identified as project participants 5. Approval of respective authorizations for construction of work 6. Performing of legal procurement procedures for project implementation 7. Definition of form and organizational structures for management of the work		
Outcomes: Community of _____ residents supplied with water Existing and perspective economic activities facilitated Satisfaction and trust of residents in governing organs increased	Beneficiary: Village communities Business community Commune administration	
Potential actors: Commune authorities Dibra district General Roads' Directorate Ministry of Public Works, Transport and Telecommunications	Potential contributions in the project: Commune Dibra district Potential local and foreign donors Central authority institutions	
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement reached with project partners Provision of respective authorizations concerning project implementation	Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Weak management and coordination of project participants	
Estimated expenditures: For project study phase For building phase	() lekë () lekë	
Implementation period: 2008–2010	Outcome period: 2010	TOTAL:

Project Title Construction of irrigation system for Fush Alic	Code: G3.O1.P3.Pr40 Objective: Provision of optimal physical infrastructure and improvement of farmers' knowledge in the augmentation of agricultural products, exploiting maximally the commune's tradition and potential
Short project description: Through this project irrigation of the agricultural land around Fushë Çidhën village not currently irrigated will be possible, increasing productivity. The water will be collected from _____. The length of the main ditches is approximately ____ km. The area to be watered by this irrigation system is expected to be approximately ____ ha. For realization of this project, the following steps will be followed: <ol style="list-style-type: none"> 1. Research into possibilities and needs of planned areas to be watered 2. Study into financing opportunities for project 3. Preparation of technical project for approval by competent organs 4. Formalization of possible agreements with project participants 5. Approval for project implementation 6. Performing of legal procurement procedures for project implementation 7. Formalization of management and maintenance of the irrigation system 	
Outcomes: Irrigation of land currently not watered Productivity of agricultural land increased Economic level of farmers benefiting from project increased Trust and satisfaction level of community, as well as economic level, increased	Beneficiary: Village community Business community Commune administration
Potential actors: Commune authorities Dibra district Potential investors Regional Agriculture Directorate Ministry of Agriculture and Food	Potential contributions in the project: Commune Dibra district Potential local and foreign donors Central authority institutions
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation	Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Poor management by project participants
Estimated expenditures: For project study phase For building phase	() lekë () lekë TOTAL:
Implementation period: 2008–2010	Outcome period: 2010

<p>Project Title Construction of dairies in Blice and Fush Alie villages</p>	<p>Code: G3.O3.P1.Pr48</p>	<p>Objective: Increase in number and level of organization of production and processing businesses, and stimulation for new products in a climate of cooperation with trading businesses and commune authorities</p>
<p>Short project description: This project consists in the establishment of a unit for processing of farming produce in the villages of Blice and Fush Alie. There are currently three alternatives: the unit could be private property and privately run; property of the commune and managed by it; or property of the commune and managed privately. Irrespective of the implementation, the need for preparation of a building and technological project that meets the regional farming requirements is indisputable. The project is planned to be divided into various phases as follows: <u>Study and design phase:</u> i) Establish a working group for researching potential alternatives regarding the proprietary and management form, based on the calculated capacity; ii) Prepare technical, building and technological project as well as the respective estimates; iii) Research financing opportunities according to the identified alternatives; iv) Determine the method and form of project implementation. <u>Building phase:</u> i) Approval of respective authorizations by the competent authorities; ii) Carrying out of procurement procedures for monitoring the building and implementation of the approved project by the competent authorities. <u>Operation phase:</u> Making project operational according to the agreement reached with the participants.</p>		
<p>Outcomes: Centralized processing service of farming produce provided Farming produce increased as result of market provision Collaboration between farmers encouraged Opportunities for guaranteed market increased</p>		
<p>Potential actors: Commune authorities Farming farmers Interested central and local institutions</p>		
<p>Preliminary conditions: Carrying out research into alternatives, projects and estimates Provision of adequate funds based on agreement with project partners Provision of respective authorizations for project implementation</p>		
<p>Estimated expenditures: For project study phase () lekë For building phase () lekë For operation phase (for one year) () lekë TOTAL:</p>		
<p>Implementation period: During 2008–2010</p>		<p>Outcome period: 2011</p>

Project Title Undertaking of research into potential of cultivation and processing of medicinal herbs	Code: G3.O3.P2.Pr53 Objective: Increase in number and level of organization of production and processing businesses, and stimulation for new products in a climate of cooperation with trading businesses and commune authorities
Short project description: This project will study the possibility of furthering the exploitation of sage by the local community. There is usually sporadic collection and sale of this herb, but the activity could be more productive, and opportunities for gathering, cultivation and processing could be arranged. The project will study these opportunities and prepare guidelines for the implementation and method of development of related economic activities. It would act as a model for other medicinal plants that have economic potential. For realization of this project, the following steps will be followed: 1. Find possible financing for this study for the following activities: a) Collection and analysis of existing statistical, scientific and marketing data, through establishing a working group; b) Preparation of a study based on the data collected, including a practical guide comprehensible to farmers; c) Publishing, promotion and delivery of booklets to those interested; 2. Identify interested persons and plan further activities on concrete terms that provide contribution of all actors; 3. Approval from commune council of incentives and facilitation measures for the development of economic activities in the field of medicinal plants.	
Outcomes: Sage collection increased Authentic economic activities related to sage encouraged Economic level of farmers improved Trust and satisfaction of community increased and economic level improved	Beneficiary: Village communities Business community Commune administration
Potential actors: Commune authorities Dibra district Potential investors Regional Agriculture Directorate Ministry of Agriculture and Food	Potential contributions in the project: Commune Dibra district Potential local and foreign donors Central authority institutions
Preliminary conditions: Provision of adequate funds for carrying out all components Procurement and engagement of specialists to perform study Provision of cooperation with institutions that may help in project	Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Inadequate commitment of selected specialists Negligence of commune authorities
Estimated expenditures: For data collection phase () lekë For study phase () lekë For publication and promotion phase () lekë TOTAL:	
Implementation period: 2008–2009	Outcome period: 2009

Project Title	Code: G3.O1.P1.Pr38,47	Objective: also 3.1 and 3.2
38. Establishment of Agriculture Farmers' Association 47. Establishment of Livestock Farmers' Association		Increase of choice and stability of production, processing and trading in the commune, exploiting its natural potential and advantages and use of effective models of business cooperation
Short project description:		
<p>This project will enable the institutionalization of cooperation between farmers with common interests. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. In collaboration with field specialists, the commune will prepare information material regarding the advantages for farmers' associations or groups with common interests, as well as their institutionalization in order to be an active factor in the economic and social life of the commune and beyond. 2. Delivery of information and organization of public meetings with interested parties to explain methods that the commune will provide for facilitating periodic meetings, etc., as well as for assuring them that a united voice will be considered in the decisions of the local authorities. 3. Assistance in the foundation and legalization of these associations based on free will and common interests, helping them in preparing a statute and a functional form of organization. 4. Approval in the commune council of a fund for the support of these associations in the first phases of their activity, considering them as future partners. 		
Outcomes:	Beneficiary:	
Level of cooperation among farmers increased Premises on increasing community participation in decision-making process provided Economic level of related businesses increased Indispensable partners provided for local governance	Commune administration Business community with common interests	
Potential actors:	Potential contributions in the project:	
Commune authorities and administration employees Farmers with common interests AAC, district, SNV, etc.	Commune Potential local and foreign donors Business community	
Preliminary conditions:	Risk factors:	
Preparation of information materials Selection of reliable, organisationally skilled individuals for assistance Community informed as well as possible	Insufficient opportunities for informing farmers Negligence of local administration employees and farmers Lack of trust in outcomes	
Estimated expenditures:		
For information materials () lekë For organization of meetings () lekë For preparation and legalization of documents () lekë		
TOTAL:		
Implementation period:	Outcome period:	
2008–2009	2009	

Annex 1: Decision of Commune Council**REPUBLIC OF ALBANIA****COUNCIL OF FUSHE ÇIDHEN COMMUNE****DECISION**

No. 38, dated 25.12.2007

On “The approval of the Local Development Plan, 2008-2013”

Based on the Law 8652 dated 31.07.2007 “On the Organization and Functioning of the Local Government in Albania”, chapter IV “Functions and Competences of Council”, article 10 “Exclusive Functions of Communes and Municipalities”, Article 32 “Duties and Competencies of Commune and Municipality Councils”, the Council of Fushë Çidhen Commune in its regular meeting dated 25.12.2007, after discussions on the draft decision No. 38 dated 25.12.2007 “On the Approval of Local Development Plan, 2008-2013”, submitted for consideration by the working group on the development of the local development plan;

DECIDED

1. To approve the Local Development Plan, 2008-2013 of Fushë Çidhen Commune, as attached.
2. The working group is responsible to follow up the implementation of this decision.
3. This decision enters into force 10 days after it is publicly notified.

Secretary of Council

Chairman of Council

Artur Spata**Sali Shehi**

(signatures and seal)

Annex 2: Analysis of survey of businesses in Fushë Çidhën

Report on Local Business Enabling Environment Survey

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

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

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

General information

Samples (Q. 1)

Thirty businesses were surveyed and opinions were collected from the following interviewees: owner, 25 businesses (83%); and employee in two businesses (7%).

Type of business (Q. 2)

Most (70%) of the businesses were farms. Eleven (37%) grew crops exclusively, six raised livestock (20%) and four undertook both types of farming (13%). Six (20%) were traders, two (7%) provided services and one was a constructor.

Ownership (Q. 3)

All of the respondents who answered this question (83%) said that the businesses had one owner.

Type of produce (Q. 4)

Six respondents specified they produced wheat and corn, with five of them also producing beans, fruit or vegetables, or a combination of these. Four respondents specified agriculture, including one with also livestock and orchards. Three respondents specified they produced meat and dairy produce, and two just livestock. Three respondents were involved in trade, and one each in bee-keeping, producing fodder, milk and corn, various foods, doors and windows, and construction. There was also one carpenter and one who put down 'various'.

Length of time in operation (Q. 5)

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

Marketplace (Q. 6)

Thirty-seven per cent of businesses sold 100 per cent of their produce locally, while others gave a figure ranging from 20 per cent to 90 per cent. Eighteen (60%) businesses sold all of their produce within the region. Seven (23%) businesses sold between 10 per cent and 40 per cent of their produce elsewhere within the country but none exported.

Number of employees (Q. 7)

Twenty (67%) of the businesses had five employees or less (eleven of them had just one employee), three had between six and ten employees and two had between eleven and fifty employees.

Views of business environment

Extension of activity (Q. 8)

Eight businesses (27%) reported that they would extend their activity within the commune, three (10%) outside the commune. One simply reported it would extend its activity, while eighteen (60%) said they did not plan to do so. None had plans to export their produce outside of the country.

Difficulty in finding trained staff (Q. 9)

Most (77%) respondents said they did not have difficulty in finding qualified staff.

Areas of staff training (Q. 10)

Despite the fact that most businesses did not have difficulty in finding adequately trained staff (Q. 9), most (57%) felt that their business would benefit from training in Marketing and Sales, 23 per cent each in Budgeting and Finance, 17 per cent in Technical Skills, 13 per cent in Management, but none required training in Computer Skills. One respondent ranked Technical Skills above Marketing and Sales.

Main source of competition (Q. 11)

Twenty-one (70%) businesses reported they faced some competition: from imports (47%, including one specifying contraband and a carpenter specifying ‘finished articles’), from increase in number of traders (10%), two businesses referring to ‘unfair competition’ (which could be added to the competition from imports), one putting down ‘informal market’, and one ‘honey flavoured artificially’.

Benefit of businesses associations (Q. 12)

Most (93%) respondents felt that business associations could help develop businesses locally, with only two thinking they could not.

Naming business associations (Q. 13)

Two (7%) respondents named Seta as a local business association, one mentioned the Association of Agriculture, Livestock and Forests, eleven (37%) respondents said there were no business associations present locally, while most (53%) did not answer the question.

Future investments (Q. 14)

Most (87%) respondents said they would make future investments. Twenty-seven per cent specified agriculture (one of which also specified livestock), 23 per cent put down livestock, ten per cent specified trade, and two respondents specified fruit growing (one of which also put down vegetables). One respondent specified construction, one increasing number of bees, and one carpentry machinery. One respondent would not make future investments and two didn't know.

Factors impeding business expansion (Q. 15)

Only two respondents did not give reasons preventing expansion of their business. The top issue was infrastructure (17%), irrigation (17%), electricity supply (13%), giving a total score for infrastructure in general of 47 per cent, followed by lack of agricultural machinery, capital, trade and good breeds (each 7%). Unfair competition, use of herbicides, small wages, blocking of construction, rising fuel costs and lack of guaranteed wood supply each were recorded by one respondent.

There was a very wide range of second main reasons given, including lack of loans and irrigation (10% each), followed by competition with imports and unfair trade, lack of infrastructure, trade and good roads, and finally lack of funds, storage and telecommunications, presence of an informal market and increasing numbers of traders, increased prices, and lack of seeds and a guaranteed market.

The third most important issue was generally infrastructure (10%), followed by lack of electricity and of trade, high costs, imports and, finally, lack of purchasing power, processing, market, top quality seeds, telecommunications and quality fertiliser, and unfair competition.

Just less than half (47%) the respondents put down a fourth most important issue, and these included lack of agricultural machinery, credits and trade, presence of imports, poor infrastructure, transport difficulties, poor quality fertiliser and lack of electricity.

Only one in five respondents put down a fifth issue, and these included lack of infrastructure, telecommunications, irrigation, mechanisation and agri-businesses, and high transport and other costs.

Assessment of local institutions

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

Two-thirds of interviewees answered this question, with responses ranging from one day to 60 days to obtain permission, with an average among those that answered of 10.7 days.

Specific issues affecting business (Q. 17)

The two **biggest** problems that businesses have with local government is the informal economy and high costs (37% and 30%, respectively, saying it has a great impact), followed by unfair competition and too frequent rule changes (10% each). Corruption had a serious affect on only seven per cent of businesses. The other issues (wasting time, rules overlap, rules too complex and unpredictable requirements) were not regarded as having a great influence on their business.

Issues with **some** impact on many businesses included rules too complex (47%), high costs (40%), informal economy (37%), rules overlapping (30%), unpredictable requirements and time wasted (20% each), unfair competition (17%), corruption (13%) and frequent rule changes (10%).

Issues that most businesses had **no** effect on their performance included frequent rule change (73%), time lost (67%), unpredictable requirements and corruption (both 63%), rules overlapping and unfair competition (both 60%). Forty-three per cent of businesses thought that rules being too complex had no effect on their business.

How Commune can help business (Q. 18)

Only one respondent ranked the areas in which the commune might help local business (in decreasing order: infrastructure, training and provision of information). Most (80%) businesses thought that the local government could improve infrastructure, 43 per cent thought it could improve its tax policies, 40 per cent thought it could provide training and expertise, 23 per cent thought it could provide information on business opportunities, and two respondents thought it could improve procedures related to business. One respondent thought the commune could help with agriculture and livestock.

How often inspected by authorities (Q. 19)

For the following analysis no information was provided on whether a fine or bribe had been paid.

Two (7%) businesses had been visited, one on two occasions and one on *five* occasions, in the previous year by the local Directorate of Taxes and Fees. On all these occasions the visit was reasonable. Seven respondents thought such a visit does not apply. The business that had been visited five times also received two visits from the Sanitary Inspection and one from the licence authority (he grows corn, wheat and vegetables!!!).

Five (17%) businesses had been visited, one business three times and two businesses twice, in the previous year by the local Sanitary Inspection. All of these visits were reasonable. Six (from

the same seven as for the Directorate of Taxes and Fees above) businesses thought such a visit does not apply.

Five (26%) businesses had been visited once, two business at least once and five businesses twice, in the previous year by Commune officials. Of the twelve businesses receiving a visit, ten said it was reasonable. Eight respondents said such a visit does not apply.

Two businesses had been visited by the licensing authority, one on five occasions. All visits were reasonable. Seven (23%) respondents thought a visit by the licensing authority does not apply.

One respondent had received a visit by the environmental authority. Nine (30%) respondents thought such a visit does not apply.

Seven respondents had received visits by the local government police (four for issues of taxes). All visits were seen as reasonable. One respondent thought a visit unreasonable and had not been visited. Five respondents thought a visit does not apply.

None had received visits by other officials.

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

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

Factors that help business	No problem	Little problem	Big problem	n/a
Quality of roads		4	26	
Permits and licences for exercising activity	10	12	2	3
Supply with electricity	2	3	22	3
Supply with water	5	13	9	1
Environments where business is active / land	16	7	4	2
Protection by police	27			2
Protection from fire	22	7		
Urban planning and zoning	13	7	3	6
Tax levels	17	10		1
Hospitals and health care	11	16	1	1
Education system	11	15		1
Costs for telecommunications	4	6	16	
Crime, theft and lack of order	16	11		
Quality of local governance	27	1		
Residential costs	21	6		1
Lack of qualified personnel	15	12	1	
Corruption	23	2	1	1
Access and costs for financial resources	11	11	5	
Effective services to support businesses	7	17	1	2

Issues that were mostly regarded as a big problem for effective management of their business included roads (by 87% of respondents), electricity (73%), telecommunications costs (53%) and

water supply (30%, with 43% thinking it was a slight problem). Issues that were mostly regarded as a slight problem or no problem at all included business support services (57% and 23% respectively), healthcare (53%, 37%), education (50%, 37%), water (43%; 17%), lack of qualified personnel (40%; 50%) and permits and licences (40%; 33%), crime (37%; 53%), access and costs of financial resources (37%; 37%), level of taxes (33%; 57%), property issues (23%; 53%) and urban planning (23%; 43%). Police protection, quality of local governance, corruption, fire protection, residential costs, were regarded as not a problem by, respectively, 90, 90, 77, 73 and 70 per cent of respondents.

Level of support for local SMEs (Q. 21)

Most respondents thought that NGOs (80%), international organisation (73%), professional associations (70%), business associations (63%) and regional economic development offices (47%) were irrelevant to provision of support to SMEs in the commune, with between three per cent (for local government) and 33 per cent (for regional economic development office) not knowing. One half of respondents thought that the local government provided good support, and one-third thought it satisfactory, and 23 per cent private professional service providers gave good support, while 20 per cent and 17 per cent, respectively, thought the service providers and professional associations were not doing a good job.

Level of cooperation with local institutions (Q. 22)

The Mayor's Office, Commune Tax Office and Commune Council were regarded by 77 per cent, 57 per cent and 50 per cent of respondents, respectively, as being very supportive. These offices were regarded by another substantial group as slightly supportive (17%, 30% and 30%, respectively). The District Tax Office was regarded by 17 per cent of respondents as not supportive, and ten per cent thought that of the Prefect. Thirty-seven per cent and 40 per cent, respectively, thought the Regional LED Office was irrelevant or they did not know.

Local office supportive of business (Q. 23)

Most respondents (80%) did not know of an office that had helped their business. However, three named the Tax and Finance Office, two the Mayor's Office and one the Services Office.

Local office NOT supportive of business (Q. 24)

Nearly all (90%) of respondents did not know of an office that negatively impacted their business.

Local office that deals with LED (Q. 25)

Most (80%) of respondents said they did not know of an office in their commune that deals with local economic development. Three respondents (10%) gave the Mayor's Office, and one each the Services Office and Finance and Tax Office.

Group most active in stimulating LED (Q. 26)

Ten (60%) respondents thought the commune government was most active in stimulating LED, two (7%) thought a private-public partnership organisation, another seven per cent put down both of these and six (20%) did not know. Of the 22 that ticked an organisation, ten (45%) thought the Commune did not even partially finance that organisation (including six that had ticked 'Commune'). Of the seven that thought the commune gave financial support to an organisation stimulating LED, three ticked 'private business association'.

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

Most (63%) respondents thought the Mayor's Office deals with LED issues, while two thought that LED activities are decentralised and performed by several departments in the commune.

Views on economic development

Three sectors with quickest growth in commune (Q. 28)

Most respondents (53%) put down agriculture as the most rapidly growing sector in the commune, followed by livestock (20%). Three (10%) listed orchards, and one each infrastructure, trade and beekeeping. Two respondents put down 'None'. Forty-seven per cent put down livestock as the second fastest growing sector, and thirteen per cent each put down orchards and agriculture. One respondent each put down irrigation, trade, bee keeping and transport. Thirty-seven per cent put down orchards as the third fastest growing sector in the commune, followed by livestock (17%) and agriculture (10%). Handicrafts, exports, trade, services, transport and woodlands were each put down once by one respondent.

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

One-third of respondents put down construction as the sector experiencing the most rapid decline locally, followed by agriculture (10%). Two each put down orchards, transport and woodlands. One each put down trade, infrastructure, pastures, handicrafts, education, livestock and irrigation. Four (13%) put down 'None'.

Trade and construction (13% each) were seen as the second fastest declining sectors, followed by tourism (10%). One respondent each put down agriculture, education, forestry, health, irrigation, livestock, milk processing, orchards, services, transport and drinking water supply.

Tourism was seen by ten per cent of respondents as the third most rapidly declining sector, followed by construction (7%). One respondent each put down agriculture, bee keeping, business, electricity, handicrafts, health and irrigation.

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

The most often quoted most attractive local aspect for business development was location (20%), followed by climate (13%), agricultural land and pastures, and environment (10% each), and by taxes and irrigation canals (7% each). One respondent each put down dairy produce, electricity, experience and willingness, fruit produce, labour force, level of education, soil quality and water resources.

The second most attractive aspects were environment and climate (13% each), location (10%) agricultural land and topography (7% each). Other aspects that received one mention were dairy produce, economic situation, electricity, emigration, extension of agriculture, livestock, mechanisation, vegetable produce and willingness to work.

The third most attractive aspects each received a single mention: fertilisers, labour force, location, mechanisation, mountain tourism, orchards, strong winds, taxes and willingness to work. Most (70%) respondents did not give a third aspect.

Three most impeding factors (Q. 31)

Poor infrastructure was the most common important factor impeding business development. This was broken down into infrastructure in general (20%), electricity supply (27%), irrigation (10%) and roads (7%), a total of 64 per cent. This was followed by concern with the construction of the Skavicë hydro-electricity power station reservoir being built locally and lack of mechanisation (7% each), followed by lack of capital, poor transport, blocking of much construction work, lack of breeds and poor telecommunications.

Poor electricity supply was the second most important factors most commonly mentioned (20%), followed by poor roads (13%), drinking water, high prices, lack of irrigation and infrastructure in general (7% each). Lack of capital, market, mechanisation, telecommunications and workers, price of labour and use of herbicides were each given once.

There were only fourteen responses to which was the third most important factor, with poor infrastructure (10%) being the most common, followed by competitive trade and the informal market, and lack of water and good quality fertilisers (each with 7%). Roads and choice of seeds were mentioned once each.

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

Nearly two-thirds (60%) of respondents thought that the business environment had remained stagnant over the past three years, with one third thinking it had improved.

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

The main activities that respondents would undertake towards helping improve LED would be to maintain a clean environment and improve quality of produce (10% each), followed by improving

breed stock and the irrigation system and investing in education (7% each), with one respondent each putting down credits, agriculture, dairy, planting orchards, participating actively in community work, communal construction projects and improving the electricity supply.

The second most mentioned important activity for contribution was improving livestock (10%) followed by reducing the price of produce (7%). Other activities that were mentioned once were seeds, marketing, tailoring, ensuring fuel supply for machinery, investing in the irrigation system, improving the road infrastructure and being responsible.

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

The most common view on how the economy had changed over the previous five years was that it had shown slow growth (80%). Only seven per cent of respondents thought it had remained the same, while one respondent thought it had grown quickly. Three respondents (10%) did not answer the question.

