

STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

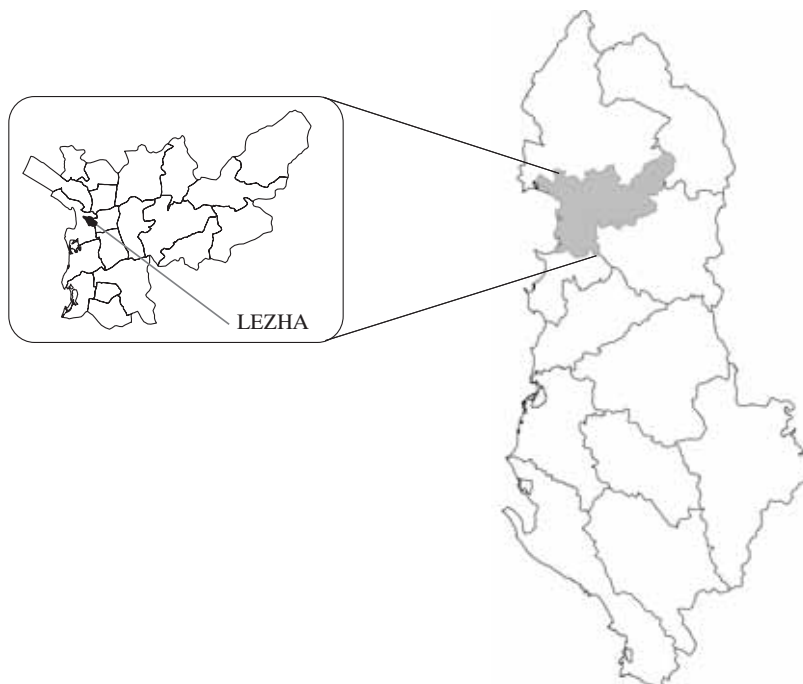


MUNICIPALITY OF LEZHA



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Strategic Plan for Economic Development
2005 – 2010





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This strategic plan has been written by large stakeholder groups from the Municipality of Lezha with advice and guidance from the World Bank Group, the Open Society Institute and FLAG. The World Bank Group, Open Society Institute and FLAG do not accept any liability for the accuracy or content of the strategy; they do however congratulate the Municipality for the quality of their work.



Cover design: Kilica Graphics
Editors: Artan Rroji and Dr Iain Wilson
Printing house: Maluka shpk

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Acronyms

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



Acknowledgements

The Mayor of Lezha would like to extend his deep thanks to all those who directly or indirectly contributed to the development of the Economic Development Strategic Plan of the Municipality through their thoughts, ideas and suggestions.

Our deep appreciation goes to the World Bank and LGI/OSI Hungary, in particular to Mrs Gwen Swinburg and Mr Scott Abrams, for the funding and professional assistance provided for the implementation of the DELTA programme.

Many thanks go to the Albanian organization FLAG, particularly to the Director Mrs Alba Dakoli and Vice-director and DELTA Director, Mr Artan Rroji, who helped and supported a successful implementation of the DELTA programme. Special thanks go to Mr Erind Kraja who provided very close assistance and facilitation to the mayor, the Main Team and the Planning Commission.

We believe that we have done a good job.

Gjok Jaku
Mayor of Lezha

October 2005

I. Introduction

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

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

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

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



II. Preamble

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

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

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

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

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

III. Importance of SPLED for our community

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

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

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

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

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

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



VI. Strategic Plan

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

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

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

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

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

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

The Strategic Plan was approved by Municipal Council through Act No. 67, dated 16th March 2005.

Philosophy behind Strategic Plan

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

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

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

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



V. Development of Strategic Plan

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

Guiding principles

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

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

Methodology

Our municipal government considers SPLED as the best and most systematic method available for management of change, for ensuring consensus of the community and for generating a common vision for a better economic future. The strategic planning process enabled the coordination of efforts and resources that will lead towards improvement of the economic situation and, consequently, the

establishment of a framework that aims to create a healthy well-balanced environment for the economy and an improved quality of life for the citizens. Although outlined here very simply, this methodology was found to be very complex given the amount of effort and decision making required.

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

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

Planning process

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

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

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

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

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

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



Organisational approach to Plan development

The organisational approach that was applied allowed in the decision-making process the direct and institutionalised participation of a wide group of people representing the community along with the mayor, members of city council and the municipal staff.

The participation was institutionalised and structured through the LED Planning Commission established and headed by the Mayor.

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

A crucial element in this structure was and remains the Core Team, headed by the Economic Development Department of the Municipality (EDDM) and in which the business community had one representative. The Core Team played a crucial role in coordinating the work of the commission members with the DELTA partners and other local and central agencies and organisations interested in and committed to the development of the municipality.

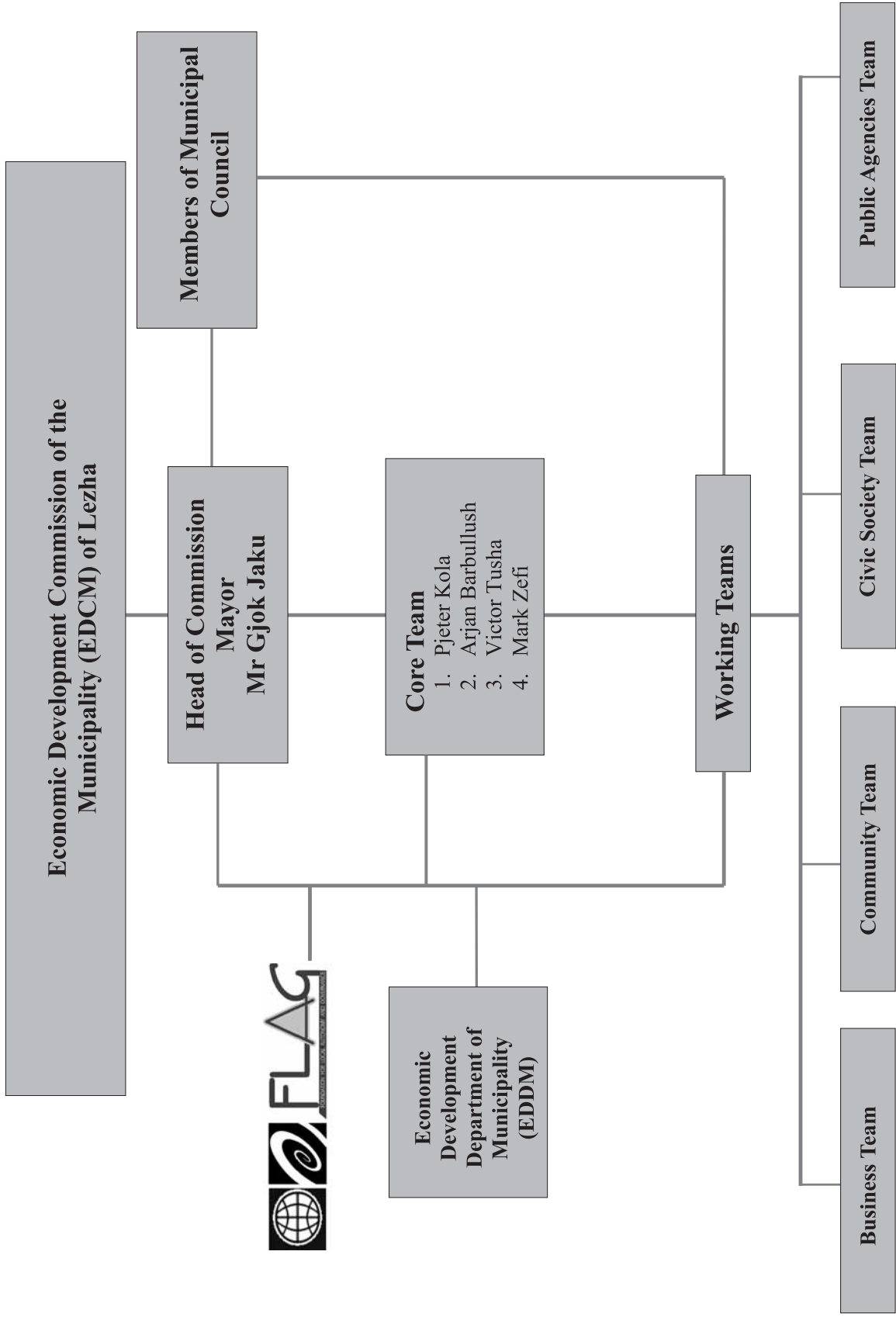
This leading team of the Planning Process comprised:

Gjok Jaku	Mayor
Pjeter Kola	Head of Mayor's Cabinet
Valbona Xhabia	Office of Development Programming
Arian Barbullushi	Head of Local Taxation Sector
Mark Zefi	Head of Finance Sector
Lindita Selimi	Chamber of Commerce and Industry

The SPLED Core Team worked closed with the facilitator provided by FLAG who provided coaching and facilitation throughout the planning process.

The establishment of the LED Planning Commission marked the end of the efforts made to organize the process. People from the community, including specialists from various fields, were appointed by the Mayor as members of this commission.

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





DELTA forum of Mayors

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

Participation and consultation

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

In all, 125 people were directly involved in the planning process, including representatives of local government, the business community, banks, educational institutions, including the university, public enterprises, NGOs and other individuals acknowledged in the community for their levels of expertise and contribution to society.

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

Ensuring political support is a priority of our work. To this end we contacted the Chairmanship of the Municipal Council and informed it of the scope of the present work and its importance for Lezha's economic development and its community of citizens. The response was more than positive, with five members of the Municipal Council, including its Chairman, becoming involved in the LED process, making a contribution on the Commission.

With such positive support, we felt it reasonable to inform in great detail also the Municipal Council. Thus, the working teams prepared extended information, which was presented at a special meeting in February 2004. The information that was prepared and subsequently provided, from time to time, followed the stage of progress of the strategic planning.

Qualification, preparation and professional training of all persons involved in the process were realized through various forms and under the competent direction of field experts. To this end, three main workshops,

several zone meetings, a trip to Hungary, etc., took place, and thus, in this framework, a Forum of DELTA Mayors, which was another functional, concrete and quite fruitful organism, was established.

Three large activities were held in Lezha at which 125 people, representatives of various bodies, from business, education, culture, agriculture, commerce, construction, transport and civic society, participated. The activities were not simply working meetings serving to collect opinions. Thoughts, proposals and suggestions on how to conceive the Development Strategy were all forthcoming.

A meeting held with representatives of various organizations, NGOs, etc., operating in Lezha, e.g. Caritas (Swiss, Italian, Albanian), World-Vision (two sectors), PNUD, Red Cross, was considered fruitful. We can also say that as a result of the DELTA Project these relationships have been strengthened and institutionalised to the benefit of all and in the interests of development of Lezha.

The Core Team worked very fruitfully with the media, both electronic and printed. The media are considered a means of support for the progress of the SPLED. Several chronicles were aired on TV Lezha and on national television (TVSH), while the Project Matrixes were published in full in a regional newspaper. Meanwhile, a special documentary was prepared for the DELTA project in Lezha and will be a guide for anyone with interest in getting to know the ideas and aims of the project, as well as the area around Lezha, and who might aspire to invest in this potentially prosperous land.

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

Working Teams in development of LED Plan for Lezha

Community	Civic Society	Public Agencies	Business
Preng Marku	Florinda Gjergji	Zef Vokri	Viktor Tusha
Mark Vuji	Peter Gambill	Zef Maci	Gjoke Nika
Astrit Cela	Majlinda Pergega	Xhemal Haxhia	Margarita Trashaj
Pashk Smaci	Linda Maci	Flora Berisha	Njazi Recj
Mejreme Delishi	Edmond Vlashi	Gjon Shabi	Dede Maluta
Frano Kulli	Lindita Cane	Marash Noka	Mrika Meksi
Pashk Pervathi	Gazmend Rrustja	Fran Marku	Gjiovalin Kadeli
Nikolin Lorenci	Liliana Fasllia	Hil Gjoka	Ferid Sherri
Hyda Osmani		Dylbere Meshi	Lindita Selimi
Mark Simoni		Naim Hajdari	
Gjergj Shyti			



Summary of assessment of local economy

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

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

After the initial preparations had been made the Study Group undertook the assessment. Overviews of basic essential economic and social data, as well as other indicators were prepared. A qualified group of people, mainly from the municipality, were involved in gathering the information (not easy, due to the current situation concerning the information and statistics sector). For this purpose another meeting was held in April 2004.

When the material had been gathered it was processed, with the results serving as a basis for preparing the Plan itself. Through such analysis, the path that the Development Strategy would take would emerge. All four working teams had access to all the information and held coordinated weekly meetings. Access for the main offices to a network, realised through DELTA, helped to achieve a fast and accurate means of communication.

A special aspect in the process to ensure data reliability was the organisation by FLAG of a questionnaire for the local business community. The outcome was used by the SPLED teams as well as by the Chamber of Commerce and Industry.

Perceptions of businesses

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

To investigate this issue further and to understand the concerns of local businesses in more detail a survey was carried out in the city. The goal of the survey was to collect information and gather the views of the business community on the local economic situation, the prospects of doing business here, the conditions and regulations that affect the growth of local businesses, the policies and practices that hinder the growth of existing businesses and the demands and needs of the community for an improvement in the business environment.

The Business Environment survey was carried out in March and April 2004 and **50 businesses** from different categories participated.

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

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

Fifty businesses, about seven per cent of the 714 businesses registered in the municipality, were surveyed. Three of these businesses were involved in manufacturing, 23 in trade, 21 in service provision and three in construction. These businesses had been active for periods ranging from one to twelve years, with the majority in operation for six to ten years. Of the people interviewed, 41 were owners, two were general managers and seven, senior managers. Six of the businesses had one owner and 44 had more than one owner. Most, 40, of the businesses had fewer than five employees, seven had six to ten employees and three had eleven to 50 employees.

Vision and Goals

Vision

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

The vision was developed by the Economic Planning Commission (EDCM), after consulting different segments of the community and after it had been presented publicly through the local media. The aim was to generate a vision that could be developed and accepted by as many actors and interest groups as possible, and which would provide a thorough description of the preferred economic future of our city.

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



Our vision will be re-evaluated by the community, including the decision-makers in local government, in order for it to reflect on any necessary changes, new desires and circumstances and recent evaluations.

The main commission that worked on drafting the strategy is of the opinion that this should be the “baptism” of Lezha. With this vision in mind we should work to develop the city and increase the quality of the life.

Goals

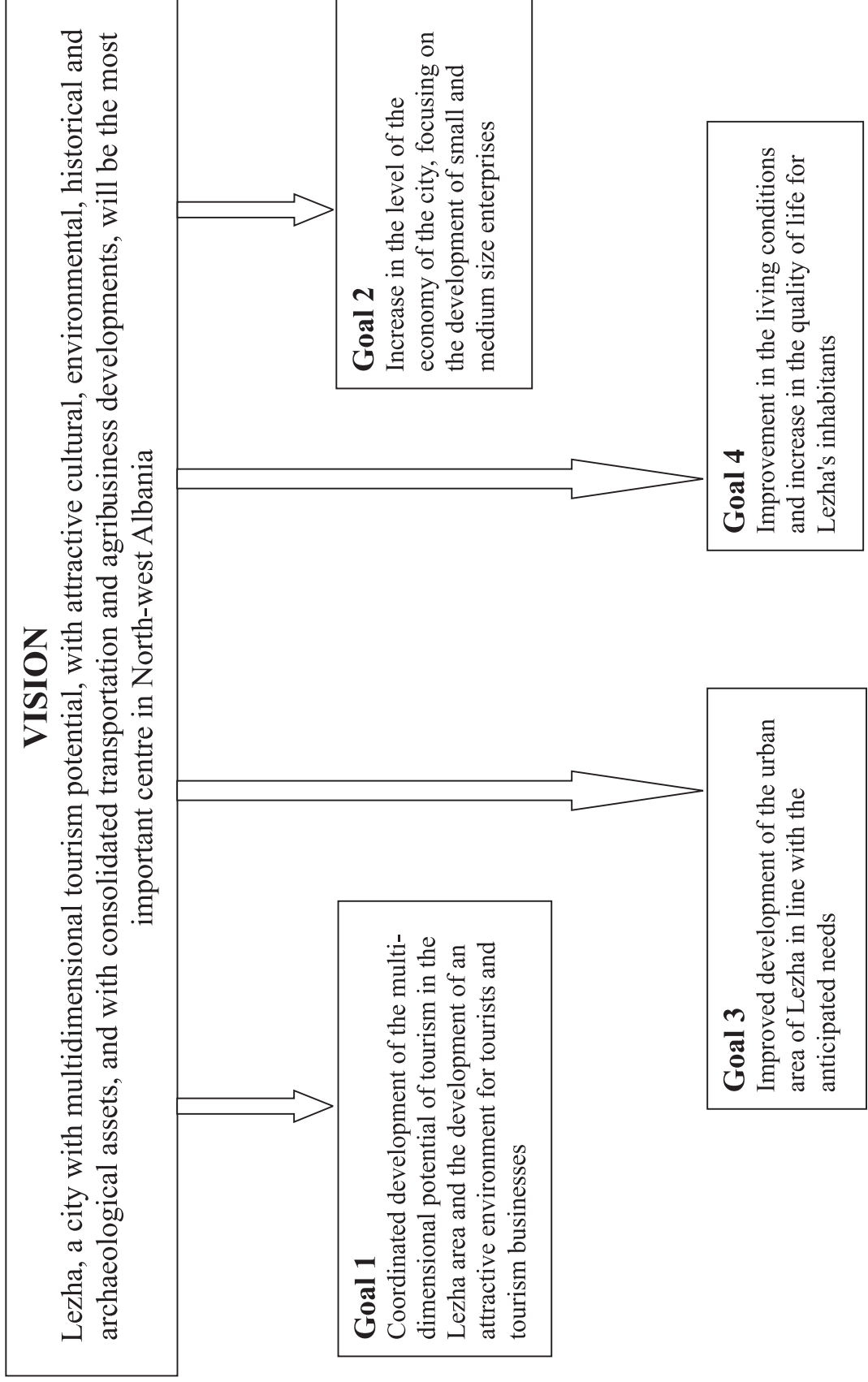
Determination of LED goals helps us to take decisions about the ways and means of achieving the changes we need. Even though some of the goals and actions required are not directly related to creating jobs or to attracting new businesses, the future of our community is based on sound foundations such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

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

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

Summary of the Plan

Goal I	Business and Tourism	16 projects
Goal II	Economy	8 projects
Goal III	Urban development	11 projects
Goal IV	Quality of Life	14 projects





Expected benefits

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

- Provision of guidance to the municipal council and administration during the annual and mid-term budget preparation process, allowing for focus on the implementation of the projects included in the SPLED;
- Focus applied to the human and financial resources available in the areas identified, maximizing the benefits and making it possible to achieve the goals and objectives of the SPLED;
- Strengthened sustainable partnership in decision-making, with co-financing provided by local government and the business community;
- Increase in capacities of the municipal administration, especially of the EDDM;
- Coordination of activities of organisations and agencies responsible for implementation of different parts of the SPLED;
- Provision of a realistic calendar for the implementation of the SPLED;
- Identification of the expected results;
- Development of an efficient system of communication between the Municipality and its partners;
- Facilitation of marketing of the potential for and the possibilities of doing business here;
- Establishment of a monitoring system in collaboration with the community in order to follow up on the completion of activities and the evaluation of the results anticipated in the SPLED;
- Improvement in the management system in the Municipality in the function of implementing programmes included in the Plan matrix;
- Provision of guidance for lobbying and negotiating with local, national and international actors interested in or being involved in projects in our SPLED;
- Provision of guidance for local government and donors to allocate funds and to focus on available resources.

Implementation

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

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

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

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

The Mayor and the Head of the EDDM will coordinate the programmes, projects and financing from central government, donors and local or international organisations, so that they follow and support the SPLED. In addition, they will initiate and implement adequate improvements in the management of the process and restructure the staff according to the implementation of the SPLED. The success of the implementation will depend heavily on how the organisations and agencies involved in the Strategic Plan will manage the particular elements they are responsible for.

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

Organisational approach to Plan implementation

The municipality appointed the EDCM as the main institution to review and evaluate the Strategic Plan implementation process. Every four months, EDCM will hold a meeting to discuss progress made in the implementation, based on reports prepared by the EDDM. It will also, once a year, in



August, discuss and approve findings and evaluations, and add suggestions that will be presented to the Mayor and then to the Municipal Council for discussion and approval.

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

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

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

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

Financing of Strategic Plan

Financing of the Strategic Plan is a major effort for the Municipality, equal to the effort made in plan development. The Implementation Matrix (Chapter VIIIc) identifies estimated costs, and gives the actual and potential partners. The total cost of Plan implementation is 1,418,483,000 leke, equivalent to 11,347,864 euros.

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

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

VI. Overview of Lezha community

Geographical position

The Municipality of Lezha (41.48N, 19.40E) is located in northwest Albania and is the economic and administrative centre of the Region of Lezha.

The Region of Lezha is bordered to the:

North by Shkodra and Puka;

East by Mirdita;

South by Kruja;

West by the Adriatic Sea.

The Municipality of Lezha is bordered to the:

North by the Balldreni Commune;

East by the villages of Gjash and Gryke-Manati, and the commune of Malesi Lezhe;

South by the village of Lezha Island;

West by the village of Shengjin Island.

The city comprises an area of about 500 ha but this is planned to expand by an additional 50 ha, mostly because of the need to accommodate a growing population.

The landscape of the city is shaped by its territory. It lies 5 m above sea level and is dominated by a number of natural features: Castle Hill (153 m), Skanderbeg's Mountain (408 m) and the River Drin, which flows through the city along a course of more than 3 km and which is rich in fish.

Climate

The area around Lezha is typically Mediterranean; the Adriatic Sea has a positive impact in moderating the climate. It has a hot, not overly dry summer and a mild, wet winter. Some statistics include the following:

- Annual average temperature is 15°C
- Average temperature in January is 7°C



- Average temperature in July is 24–25°C
- Highest temperature recorded is 41.3° C, in August 1982
- Lowest temperature recorded is -8° C, in January 1962
- Average annual rainfall is 1,400–1,600 mm
- There are some 320–332 sunny days a year
- There are some 2,550 hours of sunshine a year
- The sunniest month is July.

Mean seasonal statistics

Parameter	Season			
	Spring	Summer	Autumn	Winter
Ave. temp . (°C)	15	24	20	9
Moisture (%)	60	59	67	55
Ave. rainfall (mm)	107	116	461	574

History

The Municipality of Lezha, which is also the centre of the Region and Prefecture of Lezha, lies only a few kilometres from the Adriatic Sea. The city was founded in 385 BC, and as it approaches 2,400 years since its foundation, this year the city is hosting a special programme of events.

Throughout the history of Illyria, and later on Albania, the city has played a special role. Since ancient times, its geographical position has made it an important trading, political and military centre. Through the nearby port of Shengjin there has been plenty of economic and cultural exchange with the outside world, adding to its general development. Its strategic position is the reason that many important moments in Albanian history, as well as national political and cultural activities, have taken place in Lezha, including ‘Lidhja e Lezhes’ (Lezha League of Albanian leaders), in 1444, and ‘Kuvendi i Arberit’ (Arberi Assembly)’, in 1703.

It is well documented that this city, since the VIIIth century AD, has been continuously inhabited by an Illyrian-Arberesh-Albanian population. Its historical names, Lisso and Lissus, recall the old Illyrian name of Lisi. Research shows that, even before it was transformed into a Hellenic colony by Dionysius the Elder of Syracuse in 385 BC, the city had been an ancient Illyrian settlement. The economic life

of the city was greatly influenced by the ancient Shengjin-Kosova Way, which passed by Zadrime and on to Kukes. After the Roman invasion, Lissus is mentioned as a Municipality with continuous military and administrative importance as a naval base in the eastern Adriatic.

The city's name is mentioned by Greek and Latin historians more than two thousand years ago, is referred to in the Venetian chronicles when the Republic of Saint Mark first rose to prominence, and took on great importance in the XVth century when the national hero, Gjergj Kastrioti, Skanderbeg, gathered here the first Albanian Assembly of Princes and created the first 'Albanian' state, founded on principdoms. Skanderbeg died in 1468 and his tomb lies in the city. His memorial has now become a centre for pilgrimage, visited by thousands of tourists every year, both national and foreign. During its illustrious history, Lezha served as the Diplomatic Capital of Arberia.

The presence in Lezha of the Franciscan Order, founded by Saint Francis of Assisi in 1220, adds to the knowledge, history, education and culture of a city that is surrounded by beautiful nature. The River Drin meanders through Lezha, joining it to the Adriatic Sea just three kilometres away. Years ago, a river harbour was located in the city centre, in what is now an important archaeological zone, linking Lezha to distant places across the sea. Rebuilding this port will add tourism and economic value to the city.

Lezha Province was known in ancient times for its farm cultivars. According to Fran Bardhi's notes, corn was cultivated in Zadrime as early as in 1641. Centuries-old traditional farming has led to the creation of many unique breeds of animals and varieties of crops in the region, such as the local bean, grape and olive, the Zadrime turkey, Lezha Highland chicken, etc.

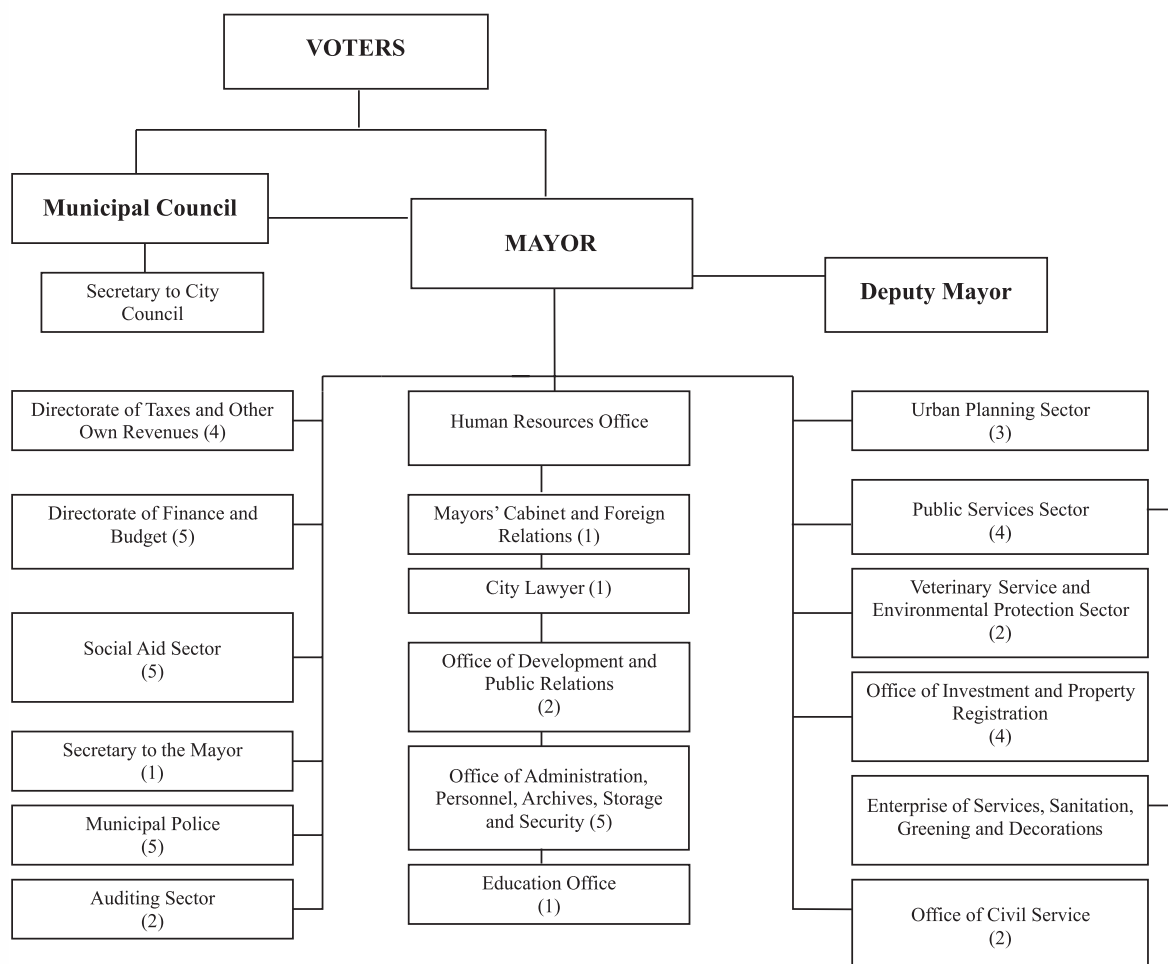
Produce from Lezha, e.g. honey, wax, leather, wood products, fish, cotton, linen, etc., were traded from the XIIth to XVth centuries with Ragusa, Venice, Ancona, etc., and the ships were loaded in the river port in Lezha, the traces of which can still be found today opposite the Memorial.

Municipal government

The Municipality of Lezha was re-established in the year 1992. Its organisational structure comprises seven sectors and eight offices, with a staff of 47 people. The City Council is the decision-making body of the municipality and is composed of 25 members.



Organisational structure of municipality (number of employees in parentheses)



Municipal revenues

Source	Planned 2004	Actual 2004	Planned 2005
Taxes			
Property			
Real estate	4,516	5,107	6,000
Agriculture land	0	0	0
Small business			
Small business fixed quota	8,500	8,820	30,000
Reduction tax on returns/profits	25,500	26,456	10,000
PP ownership rights transfer	1,000	1,448	1,000
New infrastructure/construction works	20,051	28,689	23,975
Public space dwelling	12,175	7,113	9,025
Hotel	98	2	50
Billboard	330	305	380
Annual vehicle registration	6,500	4,856	6,500
Temporary	540	0	540
Sub-total	79,210	82,796	87,470
Non-Taxable incomes			
Public service tariffs			
Cleaning, gardening, greening, drinking water, etc.	12,253	9,695	15,000
Use of public property	915	473	1,200
Issue of licences, permissions, authorisations, etc.	2,066	2,706	2,200
Others			
From economic activities	0	0	0
From sale of capital properties	0	800	0
Rental of real estate (land, buildings), etc.	60	0	60
Contributions, sponsorships, etc.	0	0	0
From fees/penalties	1,000	133	1,000
Others	2,464	1,998	1,355
From subordinate institutions			
Nurseries	1,000	590	700
Kindergartens	4,000	2,145	2,200
High schools	0	0	0
Others	0	0	0
Sub-total	23,758	18,540	23,715
Total	102,968	101336	111,185



Education

There are three high school in Lezha municipality: one, a general high school, one a professional high school, and the other a private school. There are also two primary (9-year) schools following the restructuring that took place for the 2005–2006 academic year. A considerable number of teachers, most of them with a university degree, teach in these schools.

Number of schools in region

Local units	Public	Elementary	Primary (9-year)	Professional High	General High	Non-public
Municipality	4	-	2	1	1	1
District	46	22	33	11	11	1
Region	127	48	106	21	17	2

Pre-primary education

Description	Kindergartens	Children	Teachers	Food included
Municipality	5	513	28	3
District	43	1,824	82	4
Region	94	4,262	189	6

Primary education (9-year)

Description	Schools	Students	Teachers
Municipality	2	3,065	92
District	31	11,984	606
Region	105	27,364	1,416

General higher education

Description	Schools	Students	Teachers
Municipality	1	1,164	44
District	12	2,680	138
Region	21	5,843	3,003

Professional higher education

Description	Schools	Students	Teachers
Municipality	1	376	14
District	2	167	
Region	3	553	160

Healthcare

Healthcare in the region of Lezha has improved in the last few years. The reconstruction and modernisation of the health institutions testify to this improvement. Moreover, much steady effort and quality work has been done in improving the qualifications and training of health sector employees, of all levels.

Data on Health Service (numbers of beds and personnel)

Unit	Beds	Doctors	Assisting / Nursing Staff	Support Staff
Pathology	30	2	7	4
Maternity	50	5	33	12
Surgery	28	2	8	4
Paediatrics	25	3	16	4
Infectious diseases	25	1	7	4
Intensive care	4	3	11	3
Health centre	-	12	15	2
Administration	-	2	2	6
Radiology	-	3	3	-
Laboratory	-	1	6	2
Total	162	34	108	41

Municipal services

Lezha Municipality offers a range of services, including the following:

- Cleaning / maintenance
- Gardens / greening
- Decoration
- Funerals
- Water supply
- Roads and canals
- Waste collection

Cleaning and maintenance

Description	Amount
Fund bid for cleaning services	12,000,000 leke
Annual quantity of urban waste	10,800 tons
Road cleaning (& washing, April–October)	169,000 m ²
Available manpower	23



Gardens and greening

Description	Amount
Fund bid for gardens & greening	7,400,000 leke
Area	100,000 m ²
Number of decorative trees	800 stands
Available manpower	20

Decorations

These services, amounting to 700,000 leke annually, are subcontracted out by the Municipality. The services are provided by the company 'Florial'.

Electricity supply services

Electricity supply is provided by Power Supply Corporation through two local offices (subsidiaries), subordinated by Albanian Electricity Corporation (KESH). The Lezha region has its own generating station. Power consumption in 2004 was reported as 264,000 kW/hour.

Drinking water supply

Drinking water is supplied by the enterprise 'Water Supply & Sewage Ltd'. Water is pumped via the Barbulloja Station, where there are four mains pumps. This enterprise is currently managed by the German company 'Berlinwasser International'. There are two reservoirs with a storage capacity of 4,000m³. Production capacity is 400l/sec.

Roads and pavement maintenance enterprise

This enterprise is under direct administration of the Municipality. Its main duties are:

- Maintaining and repairing the city's roads and pavements;
- Maintaining the squares and public places in the municipality;
- Installing and maintaining the road signs and city boundaries.

Landline telephone services

Jurisdiction	Network capacity	Subscribers	Public telephones	Operating capacity
Municipality	3,600	2,570	11	3,000
Region	8,050	4,538	24	8,500

The capacity of the network is up to 9,000 subscribers. Currently there are about 7,000 subscribers.

VII. Economic profile of Lezha

Even though the economy in the Lezha region has seen some development, the Planning Group considers the current situation to be lacking behind a satisfactory level.

Trade and construction are the main economic or business activities undertaken in the last few years. The transport sector and a few production businesses are the most prominent and are gradually evolving.

There is a promising future for the production and processing of the main agricultural products, both typical and traditional for the Lezha region. This direction is also endorsed by the city's suitable geographic position and favourable climate.

Business statistics

Activity	2002	2003	2004
Production	26	32	36
Professions	25	27	34
Repairs	20	24	29
Services	77	89	147
Construction	6	8	11
Ambulatory	3	5	7
Trade	140	164	274
Total	297	349	538

Employment

Population	Number or per cent
Total	26,977
Active	50.84%
Total employed	7,811
State employed	1,777
Civil Servant	1,577
Other	200
Privately employed	1,934
Informal labour market	600
Emigrated	3,500
Level of unemployment	12%



Main businesses

There are many enterprises and companies active in Lezha. The main business employers are the following:

1. Brick factory, located in the Industrial Zone in Lezha, is known not only locally but also throughout the country. It began its activity in the early days of transition, at first owned jointly with a foreign investor but now owned and managed by a local businessman. This is a modern, high-quality factory, whose products are distributed throughout the country.
2. Fish-processing factory, 'Eurofish', is a local business with great potential. It processes imported raw materials, and its products, labelled 'Made in Albania', are exported to other European countries. It employs around 300 people and is co-owned with a foreigner.
3. Fish-processing factory, 'Inca', is located in the Industrial Zone, and also has a foreign co-owner. At present, its activity is managed by another fish-processing company, 'Poseidon'. It employs around 150 people. This factory too, imports its raw materials.
4. Sunflower Oil factory is also located in the city's Industrial Zone. It possesses modern technology but its activity is constantly hindered by competitors and by a lack of raw material. However, there is a possibility to re-activate this business.
5. Shirt manufacturer, 'Elis', with a foreign owner, is located in the city, and undertakes a modest activity, but exports its products to Italy.
6. Local brewery.
7. Clothing manufacturer, 'Kadia'.
8. Refreshment drinks manufacturer, 'Fresh Lezha'.
9. Two large and several small bakeries.
10. Two flour mills.
11. Local olive-processing, oil production and trading company.
12. Dairy processor, 'Shenkoll'.
13. Shoe manufacturer, 'Mali'.
14. Two pre-fabricated and other building material companies.
15. Furniture factory, 'Gjeci'.
16. Furniture workshop and many other handicraft workshops.

Strong points for economic development

Lezha has a number of factors that could be used to stimulate and encourage the development of businesses. Its geographical position, natural resources, experience and tradition make it a strong candidate for good local economic development.

More than 50 per cent of the population is active and able to work. In addition, there are a number of highly-developed means of transport. The motorway to Tirana and Shkodra, the planned Durres to Kosova motorway, which will pass through Lezha, the railway along north-south axis of the country, Shengjin sea-port and Gjadri Airport (currently a military airfield) will all contribute to the region's economic development.

Another major element that will serve to improve overall economic and business development is the agricultural sector. The region is known well for its rich fertile soil and the experience of its farmers, while the large amount of space in the old industrial zone is ideal for development of agribusinesses. The IZ has necessary infrastructure but it needs some repairs.

In addition to tourism and agribusiness, another sector that could contribute towards economic development is the construction industry, while in the vicinity of Lezha there are 140 judicial and 500 physical subjects, or small businesses, including more than 40 building companies, 65 export-import companies, 20 production companies, five joint companies and a few fishing companies.

Agribusiness

This sector is potentially very important for the economic development of Lezha. Its fertile soil, which lies on both sides of the city is a good basis for the production of fresh organic foods.

Having a Mediterranean climate, and with sunny days above the national average, the region is renowned for its agricultural produce, especially the delicious vegetables and fruit, for its potato, watermelon, and for its range of meat and dairy products. Kallmet Wine, Lezha Raki and Zadrime turkey are well-known and valued in and outside the country. The fact that Lezha is surrounded by some of the most fecund fields in the country, along the banks of the River Mat and in Zadrime, creates the opportunity for rejuvenated development of agribusinesses.

In recent years, much has been achieved and the future looks promising. Cereal production has increased by 25 per cent, milk production by 35 per cent, meat and meat products by 8 per cent and honey production by 25 per cent. Also, there have been positive achievements in the production of fruit and vegetables.



In and around the vicinity of Lezha about 70 per cent of the flora of the country can be found, and 120 sorts of these are cultivated.

Up into the 1990s, products such as potatoes and fresh vegetables, water melons and other fruits were exported to highly appreciative western European markets.

Farm production for years 2003 and 2004

Item	2003	2004
Land capacity	48,480 ha	48480 ha
Farming land	17,096 ha	17096 ha
Forests	20,320 ha	30230 ha
Pastures	1,154 ha	1154 ha
Farm produce		
Cereals	3,560 ha	4154 ha
output	36.1 kv/ha	35.8 kv/ha
production	143,490 kv	148600 kv
Potatoes	186 ha	196 ha
output	79.5 kv/ha	83 kv/ha
production	14,800 kv	16260 kv
Beans	442 ha	446 ha
output	10.3 kv/ha	10 kv/ha
production	4,590 kv	4460 kv
Vegetables	1,350 kv	1344 kv
output	175 ha	174 ha
production	236,390 kv/ha	233690 kv/ha
Fodder	6,578 kv	7301 kv
output	278 ha	255 ha
production	182,900 kv/ha	186400 kv/ha
Fruit		
Overall plant roots	118,002 roots	119610 roots
production	82,600 roots	83751 roots
fruit production	25,020 kv	26870 kv
Vineyard	140 ha	147 ha
production	112 ha	112 ha
grape production	11,200 kv	11320 kv

Item	2003	2004
Fruit (cont.)		
Pergola vine	118,750 roots	120850 roots
production	83,125 roots	84595 roots
grape production	12,460 kv	16920 kv
Total grape production	23,460 kv	29240 kv
Animals		
Cattle	20,740 h	20,450 h
cows	16,115 h	15,730 h
milk per cow	1,749 l	1,554 l
Wool sheep	18,895 h	16,100 h
others	14,080 h	11,200 h
Milk per sheep	43.6 l	40 l
Goat stock	13,570 h	12,360 h
goats	8,870 h	7,540 h
goat milk	72.5 l	75 l
Total milk output	298,070 kv	259,760 kv
Poultry stock	84,800 h	87,180 h
chicken	62,600 h	63,200 h
eggs	5,430,000	5,723,000
Meat production	52,280 kv	1,150 kv

Abbreviations: H, head; ha, hectare; l, litre; kv, kuintal (1kv = 100kg)

Geology and mining resources

Geologically, Lezha comprises three tectonic zones, formed of rocks from the Triassic, Jurassic and the more recent Quaternary.

Mining research has discovered copper reserves (quartz/sulphur type) amounting to 0.5 million tonnes in the northeast of the district, as well as numerous copper resources at Vele Vendi, Zef Sul and Qafe Kangjel. In the borders of Lezha two sources of nickel-sulphur, with gold fraction, have been discovered, justifying further research studies. In Lezha, there are also two sources of platinum of potential extraction value.



Work carried out in the coastal zones of Rile and Tale has uncovered zirconium, chrome, limestone, granite and tin. In the territory of Lezha there are around 40 per cent of the non-metal mineral reserves of the country.

In Kashnjeti, there are resources of minerals that are processed and used for building motorways and airport runways, as well as marble and granite. There are also considerable reserves of kaolin (porcelain, clay), which are widely used.

Other such resources around Lezha:

- Decorative red marble in the village of Tresh, near the city;
- Various inert materials in the River Mat;
- Limestone, in Kokorriq and Shengjin, used for building.

Tourism potential

Lezha is a city remarkable for its historical and archaeological artefacts and for its promising perspective of tourism. Of great importance is the Medieval Castle, built in a unique style and with an interesting aspect. The archaeological excavations both inside and outside the castle, and also within the Illyrian walls, speak of values that can be added to Lezha and to the nation's history and culture.

Within the city of Lezha, there is a huge archaeological zone that includes the surrounding walls of the Old Town and the Mediaeval Castle, Acropolis, Illyrian walls and Medieval cemeteries at the castle entrance.

The River Drin, which flows through the city into the Adriatic Sea, provides in a wonderful landscape an excellent facility for pastimes and has great potential for boating, sailing and fishing.

Lezha's Adriatic coastline of 28 km in length is an excellent seaside tourism resource. It begins near the Montenegro border at Velipoje and extends south to the River Mat estuary. Building harbours to accommodate tourist boats will invest in the infrastructure required for this kind of tourism. Building a motorway from Shengjin to Montenegro via Velipoje would also boost the development of this zone.

Shengjin and Tale beaches have an excellent perspective, for both local and foreign tourists. Tale beach comprises around 130 ha at the moment and has a great potential for tourism development. This is an area of pine-trees along a sandy beach that has excellent potential for building tourism centres and villages.

The two attractive lagoons, at Kune and Vain, with a surface area of about 1,800 ha are well-known and appreciated in the Mediterranean for their rare flora and fauna. They lie between the city and the Adriatic Sea. They have great potential for eco-tourism, being wonderful locations for walking, enjoying nature, fishing and hunting. In Kune and Vain there are 92 varieties of migratory and resident birds.

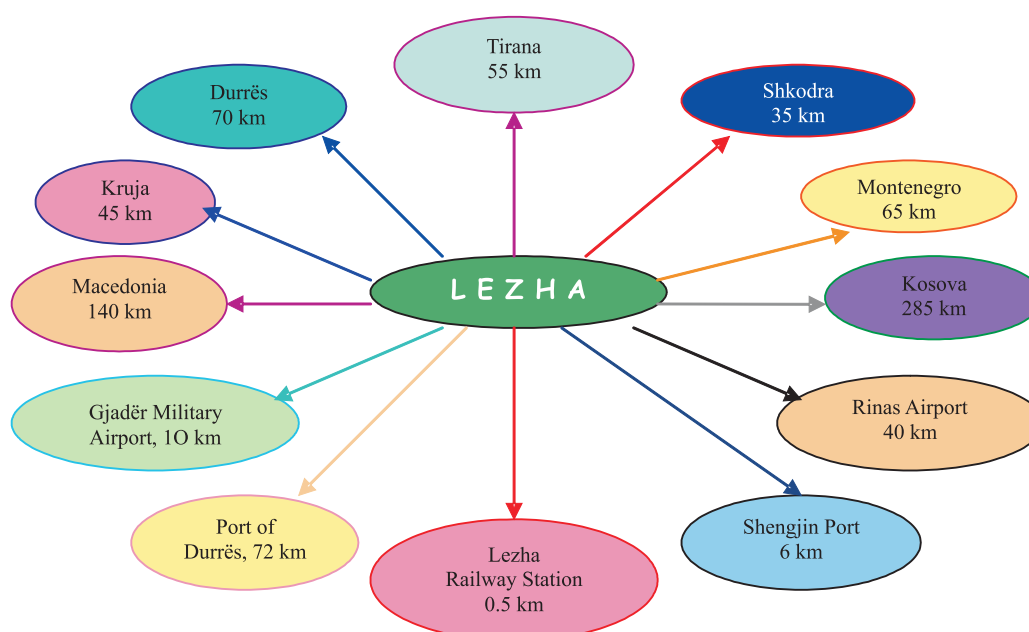
The development of cultural, historical and archaeological tourism in Lezha is not a new issue. We have already determined much of the direction this development will take. A ‘Master plan for the development of tourism’ along the coastal zone is currently being discussed by the relevant institutions.

Roads network

Lezha is a very important hub for transport in Albania. It has all forms of transport links to places abroad, by road, sea and rail. Distances and journey times to the capital, Tirana, and the country’s main international airport at Rinas and its main port at Durrës have been reduced thanks to the building of the new highway. The city has road links with Montenegro, Kosovo and Macedonia (see figure below). All this sets a premise for development and exchange of goods and services.

Meanwhile, the Port of Shengjin provides the biggest and most important junction for transportation for goods and services to and from Lezha.

Distances from Lezha to main destinations in and outside Albania





For the potential investor the following table provides housing information that may be of interest.

Housing costs

Cost	Leke
Rent: one room and a kitchen	
Unfurnished	15,000
Furnished	20,000
Rent: two rooms and a kitchen	
Unfurnished	20,000
Furnished	22,000
Purchase: new house	
One room and a kitchen	3,200,000
Two rooms and a kitchen , 65 m ²	4,300,000
Apartment, over 65 m ²	5,200,000

Institutions and private and public enterprises in the municipality

Prefecture	Electricity Corporation
Regional Council	Telecom Ltd
Directorate of Education	Albapost Ltd
Directorate of Public Health	Irrigation Enterprise
Regional Directorate of Police	State Forests Agency
District Court House	Rural Enterprise
District Prosecution Office	Railway Station
Regional Directorate of Taxes	Shengjin Port
Regional Directorate of Social Security	Directorate of Agriculture and Food
District Branch of Budget	Insurance Agency INSIG
District Branch of Treasury	Insurance Agency Sigma
Housing Agency	Insurance Agency Sigal
Privatisation Agency	Insurance Agency Intersig
Property Registration Office	Insurance Agency Dukagjini
Regional Environment Agency	Construction Police
District Archive Office	Electricity Police
Military Recruitment Agency	Tax Police
Chamber of Commerce	Municipal Police
Customs Office	Urban Police
Secret Service	Forest Police
Statistics Office	Raiffeisen Bank
Regional Labour Directorate	Tirana Bank
Branch Control	Pro-credit Bank
Storm-water and Piping Enterprise	National Commercial Bank

VIII. Documentation of the Strategic Plan

The Strategic Plan comprises the following documents:

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



a. SWOT, consolidated analysis

	Internal	External
Positive	<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Concentrated infrastructure of sea, railway and road transport 2. Geographical position near to Tirana, and beaches of Shëngjin, Kune, Vain, Tale 3. Heritage of historical artefacts 4. Appropriate business climate favourable to private sector development 5. Potential for tested agricultural products 6. Qualified labour force 7. Hospitable and family traditional culture 8. Existence of considerable number of hotels and restaurants providing quality service 9. River Drin flows through the city 10. Existence of subterranean water resources 11. Qualitative Health Service effective in region 12. Existence of scientific institutions with regional responsibility for agriculture and stockbreeding 13. Coexistence of different religious communities 14. Willingness of local government to organise strategies for economic development 15. Relations or twinning with international partners for the good of local governance 16. Existence of efforts to build regional strategies 17. Existence in surrounding areas of hunting environments 	<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Possibility to stimulate organized collection and sale of agricultural produce from surrounding areas 2. Possibility to process foods 3. Possibility to promote Lezha as destination for historical and leisure tourism 4. Use of River Drin waterfront as a catalyst to develop recreation and market buildings 5. Management of possibilities created by hunting 6. Implementation of development strategies with participation of all stakeholders and actors 7. Attraction of contributions from different communities, especially business sector 8. Possibility to train staff and authorities from local and foreign institutions 9. Common administration of Lezha, Shëngjin and territories of Kune and Vain Lagoon to facilitate joint working 10. Some local products are well-known in Albania and foreign markets: e.g. Kallmet wine, grapes, beans, raki and fish conserves 11. Availability of local buildings suitable for redevelopment, including e.g. train station, ex-food enterprise 12. Existence of fishing industry waiting to be developed 13. Services for communes and cities in region to be enhanced 14. Improved functioning of bank financial structures to credit businesses

Negative	<p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Inefficiency in collecting local taxes 2. Poor electricity infrastructure 3. Absence of urban regulatory plan 4. Poor sewage infrastructure 5. Insufficient culture of protecting environment 6. Inappropriate trading environment 7. Lack of professional education and training 8. Insufficiency of green areas 9. Flooding of River Drin 10. Flooding from poor drainage 11. Level of non-differentiated taxes does not properly stimulate new businesses 12. Little opportunity for businesses to access funding 13. Delay and imprecision in registration of private and public properties 14. Local government has insufficient capacity to manage city's opportunities and strengths 15. Insufficient legal framework to credit local government 16. Poor transfer of public assets to local government 17. Lack of realistic and achievable projects, business plans, etc. 18. Road from Lezha to Shëngjin in poor condition 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Proximity to other cities in Albania and their competing markets 2. Emigration of people 3. Emigration of businesses 4. Central government does not invest sufficiently with time and money in order to support Lezha's priorities 5. Lack of coordination of actions of local and central institutions in implementation of LED strategies
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MUNICIPALITY OF LEZHA

b. Matrix of Plan goals, objectives, programmes and projects

VISION:				
Lezha, a city with multidimensional tourism potential, with attractive cultural, environmental, historical and archaeological assets, and with consolidated transportation and agribusiness developments, will be the most important centre in North-west Albania				
	Objective	Programme	Project	
Goal 1: Coordinated development of the multi-dimensional potential of tourism in the Lezha area and the development of an attractive environment for tourists and tourism businesses	G1:O1: Planning of the development and promotion of the tourism potential of Lezha	G1:O1:PG1: Coordination of public and private actors to plan tourism development	G1:O1:PG1:p1: Development of a master plan for the development of tourism in Lezha G1:O1:PG2:p1: Establishment within City Hall of a 'One-Stop-Shop' to provide information on and promote the tourism potential of Lezha	
		G1:O1:PG2: Improvement of the quality of information provided on the tourism potential of Lezha	G1:O1:PG2:p2: Preparation and publication of a tourist guidebook for the district of Lezha	
	G1:O2: Make operational sites and exhibit objects of tourism value within city	G1:O2:PG1: Improvement of infrastructure of archaeological sites	G1:O2:PG1:p1: Rehabilitation of the medieval castle to make it an attractive place to visit	G1:O2:PG1:p1: Rehabilitation of the medieval castle to make it an attractive place to visit
			G1:O2:PG1:p2: Construction of a good quality road leading to the castle and the reconstruction of the part that leads to the Sheher neighbourhood	G1:O2:PG1:p2: Construction of a good quality road leading to the castle and the reconstruction of the part that leads to the Sheher neighbourhood
	G1:O2: Make operational sites and exhibit objects of tourism value within city	G1:O2:PG1: Improvement of infrastructure of archaeological sites	G1:O2:PG1:p3: Expansion of the archaeological excavations at Castle Hill and the restoration of its artefacts, including the Medieval Cemetery and the Church	G1:O2:PG1:p3: Expansion of the archaeological excavations at Castle Hill and the restoration of its artefacts, including the Medieval Cemetery and the Church
			G1:O2:PG1:p4: Demolition of the illegal constructions near to the castle	G1:O2:PG1:p4: Demolition of the illegal constructions near to the castle
	G1:O2: Make operational sites and exhibit objects of tourism value within city	G1:O2:PG1: Improvement of infrastructure of archaeological sites	G1:O2:PG1:p5: Regeneration of the area around the castle by constructing landslide prevention units and improving the greening of the vicinity	G1:O2:PG1:p5: Regeneration of the area around the castle by constructing landslide prevention units and improving the greening of the vicinity
			G1:O2:PG1:p6: Restoration of the archaeological site of the Skanderbeg memorial and Illyrian walls	G1:O2:PG1:p6: Restoration of the archaeological site of the Skanderbeg memorial and Illyrian walls
	G1:O2: Make operational sites and exhibit objects of tourism value within city	G1:O2:PG1: Improvement of infrastructure of archaeological sites	G1:O2:PG1:p7: Restoration of Merqia Church (Arberi Convent) and the construction of a road leading to the church	G1:O2:PG1:p7: Restoration of Merqia Church (Arberi Convent) and the construction of a road leading to the church
			G1:O2:PG1:p8: Restoration and exhibition of Lezha's traditional houses, e.g. Zekaj's and Mlikaj's houses	G1:O2:PG1:p8: Restoration and exhibition of Lezha's traditional houses, e.g. Zekaj's and Mlikaj's houses
	G1:O2: Make operational sites and exhibit objects of tourism value within city	G1:O2:PG1: Improvement of infrastructure of archaeological sites	G1:O2:PG1:p9: Construction of a History and Ethnography Museum	G1:O2:PG1:p9: Construction of a History and Ethnography Museum

Goal	Objective	Programme	Project	No.
Goal 1: Coordinated development of the multi-dimensional potential of tourism in the Lezha area and the development of an attractive environment for tourists and tourism businesses	G1:O3: Increase in the number of businesses that support the qualitative development of tourism in Lezha	G1:O3:PG1: Provision of support for businesses to increase the quality of their services	G1:O3:PG1:p1: Reactivation and promotion of traditional handicraft businesses and products of the city and its surrounds	13
			G1:O3:PG1:p2: Rehabilitation and re-operation of the state-owned Hunters' Hotel	14
Goal 2: Increase in the level of the economy of the city, focusing on the development of small and medium size enterprises	G2:O1: Increase in the number of local businesses while creating a stimulating environment for and sustainable partnerships between active stakeholders	G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses	G1:O3:PG1:p3: Development of a series of training courses for people employed in the tourism sector	15
			G1:O3:PG1:p4: Development and running of a programme to support and promote family based tourism businesses	16
			G2:O1:PG1:p1: Conducting of a study to establish a business incubator	17
			G2:O1:PG1:p2: Conducting of a study to help develop municipal policies on providing fiscal incentives for tourism and agribusiness	18
			G2:O1:PG1:p3: Preparation of a booklet to advertise the crediting of local businesses by financial institutions	19
			G2:O1:PG1:p4: Creation of a map showing the location of businesses operating within the municipality's jurisdiction	20
Goal 2: Increase in the level of the economy of the city, focusing on the development of small and medium size enterprises	G2:O1: Increase in the number of local businesses while creating a stimulating environment for and sustainable partnerships between active stakeholders	G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses	G2:O1:PG1:p5: Construction of public market places for foods and food products	21
			G2:O1:PG1:p6: Conducting of a study to build a transport, distribution and storage park	22
			G2:O1:PG2:p1: Promotion of the potential of establishing agribusinesses in the former industrial area of the city	23
			G2:O1:PG2:p2: Rehabilitation of the road leading to the industrial area and the improvement of its electricity and water supplies	24



Goal	Objective	Programme	Project	No.
Goal 3: Improved development of the urban area of Lezha in line with the anticipated needs	G3:O1: Consolidation of the periodic long-term urban development plans of the city while planning the building of basic public infrastructure	G3:O1:PG1: Development of the regulatory urban foundations to precede the developing needs of the city	G3:O1:PG1:p1: Development of a comprehensive regulatory urban plan for the city	25
			G3:O1:PG1:p2: Conducting of a study and development of a technical project to dredge the River Drin and build a river port	26
	G3:O2: Building of qualitative road infrastructure to improve the environment for the whole community of Lezha	G3:O2:PG1: Upgrading of the existing road system in Lezha	G3:O1:PG1:p3: Development of a plan for car parking in the city	27
			G3:O2:PG1:p1: Reconstruction of the pavements in the city's main streets	28
			G3:O2:PG1:p2: Construction of pavements from the town centre to Ceni Bridge, along Strauss Road, from the main crossroads to the Officers' Quarters and in the Skanderbeg neighbourhood	29
			G3:O2:PG1:p3: Rehabilitation of public lighting along the hospital road	30
			G3:O2:PG1:p4: Construction of a city ring road	31
			G3:O2:PG1:p5: Construction of a road from Ceni Bridge to the Railway Bridge	32
		G3:O2:PG1:p6: Reconstruction of the Old Bridge and the Main Bridge	33	
		G3:O2:PG1:p7: Finalising of the construction of Ceni Bridge	34	
		G3:O2:PG1:p8: Reconstruction of the road from Lezha to Vain	35	

No.	Project	Programme	Objective	
36	G4:O1:PG1:p1: Construction of a sewage treatment plant	G4:O1:PG1: Improvement in the standards of sewage discharge		Goal 4: Improvement in the living conditions and increase in the quality of life for Lezha's inhabitants
37	G4:O1:PG2:p1: Construction of a landfill for urban waste	G4:O1:PG2: Environmentally friendly management of solid urban waste		
38	G4:O1:PG2:p2: Establishment of a system for the collection, treatment and disposal of hospital waste			
39	G4:O1:PG3:p1: Development of green areas in the Gurra, Skanderbeg and Besëlidhja neighbourhoods	G4:O1:PG3: Expansion in the number and size of green areas in the city		
40	G4:O1:PG3:p2: Completion of the greening of the city's main streets and squares		G4:O1: Improvement in the city's public facilities and infrastructure up to contemporary standards	
41	G4:O1:PG3:p3: Creation of small green areas around apartment buildings, business facilities and public institutions			
42	G4:O1:PG4:p1: Establishment of a Youth Centre in the city	G4:O1:PG4: Improvement in the city's recreational facilities		
43	G4:O1:PG4:p2: Reconstruction of the Cultural Centre for Children			
44	G4:O1:PG4:p3: Rehabilitation and re-equipping of the Palace of Culture			
45	G4:O1:PG4:p4: Construction of a Hand Sports Centre	G4:O1:PG5: Improvement in the standard of Lezha's school facilities		
46	G4:O1:PG5:p1: Rehabilitation of facilities in the schools of the city			
47	G4:O1:PG6:p1: Rehabilitation of the infrastructure in the Kodër Marlekaj neighbourhood and of 112 ha of the Besëlidhja neighbourhood	G4:O1:PG6: Optimisation of the existing public infrastructure		
48	G4:O2:PG1:p1: Construction of three healthcare centres in the neighbourhoods of the former Tractor Service Centre, Kodër Marlekaj and Skanderbeg	G4:O2:PG1: Development of a series of initiatives to further protect public health		
49	G4:O2:PG1:p2: Development of a model of citizens' involvement in keeping clean public places		G4:O2: Improvement in the quality of public health, with citizen involvement	



c. Matrix of Plan implementation

AS, Academy of Sciences; AV, Academy of Vienna; B, Business community; C, Children; CC, Catholic Church; CCI, Chamber of Commerce and Industry; CE, Cleaning enterprise; CG, Central government; Cm, Commune; CS, Caritas Switzerland; CTA, Council for Territorial Adjustment; D, Donor; DA, Development Agency; DH, Directorate of Public Health; FB, Family Businesses; FI, Finance Institutions; H, Hospital; HI, Health Institutions; I, Institutions; IA, Institute of Archaeology; ICM, Institute of Cultural Monuments; LC, Local community; LM, Lezha municipality; LR, Lezha region; M, Media; MCYS, Ministry of Culture, Youth and Sports; ME, Ministry of Environment; MH, Ministry of Health; MT, Ministry of Tourism; MTr, Ministry of Transport; O, Owners; PO, Project Office; R, Researchers; T, Tourists; WV, World Vision; Y, Youth.

Project No.	Project Title	Value (Leke)	Value (€)*	Financial Contribution						Status†	Targeted Groups				
				Municipality		Communities		Central gov.				Other donors			
				%	Leke	%	Leke	%	Leke			%	Leke		
1	G1:O1:PG1:p1: Development of a master plan for the development of tourism in Lezha	900,000	7,200	50	450,000	0	0	0	0	50	450,000	LM, LR, CG, CCI, NGO, D, M	2005	2009	LC, B, I
2	G1:O1:PG2:p1: Establishment within City Hall of a 'One-Stop-Shop' to provide information on and promote the tourism potential of Lezha	4,500,000	36,000	30	1,350,000	0	0	0	0	70	3,150,000	LM, D	2005	2010	LC, B, I
3	G1:O1:PG2:p2: Preparation and publication of a tourist guidebook for the district of Lezha	620,000	4,960	15	93,000	15	93,000	0	0	70	434,000	LM, LR, D, CCI, DA	2005	2005	LC, B, T
4	G1:O2:PG1:p1: Rehabilitation of the medieval castle to make it an attractive place to visit	3,600,000	28,800	5	180,000	0	0	80	2,880,000	15	540,000	LM, D, LR, MCYS, ICM	2005	2007	LC, B, T
5	G1:O2:PG1:p2: Construction of a good quality road leading to the castle and the reconstruction of the part that leads to the Sheher neighbourhood	99,000,000	792,000	30	29,700,000	0	0	50	49,500,000	20	19,800,000	LM, D, BC, CG	2005	2006	LC, B

Project No.	Project Title	Value (Leke)		Value (€)*	Financial Contribution										Status†	Targeted Groups
		Municipality			Communities		Central gov.		Other donors		Implementation					
		%	Leke		%	Leke	%	Leke	%	Leke	%	Leke	Partners	Start		
6	G1:O2:PG1:p3: Expansion of the archaeological excavations at Castle Hill and the restoration of its artefacts, including the Medieval Cemetery and the Church	5	75,000	0	0	40	600,000	55	825,000		LM, MCYS, IA, AV	2005	2010	SF	LC, B, I	
7	G1:O2:PG1:p4: Demolition of the illegal constructions near to the castle	40	1,440,000	0	0	30	1,080,000	30	1,080,000		LM, CTA, CG	2005	2006	SF	LC, B	
8	G1:O2:PG1:p5: Regeneration of the area around the castle by constructing landslide prevention units and improving the greening of the vicinity	10	16,150,000	10	16,150,000	30	48,450,000	50	80,750,000		LM, D, B, CG	2005	2006	SF	LC, B	
9	G1:O2:PG1:p6: Restoration of the archaeological site of the Skanderbeg memorial and Illyrian walls	5	54,000	0	0	80	864,000	15	162,000		LM, D, MCYS, ICM	2006	2010	SF	LC, B	
10	G1:O2:PG1:p7: Restoration of Merqia Church (Arberi Convent) and the construction of a road leading to the church	0	0	0	0	0	0	10	8,000,000		LR, CC, Balldre Cm	2006	2006	SF	LC, T	
11	G1:O2:PG1:p8: Restoration and exhibition of Lezha's traditional houses, e.g. Zekaj's and Milkaj's houses	10	250,000	0.0	0	90	2,250,000	0	0		LM, MCYS, ICM	2007	2008	SF	LC, T, ICM	
12	G1:O2:PG1:p9: Construction of a History and Ethnography Museum	10	2,040,000	5	1,020,000	20	4,080,000	65	13,260,000		LM, D, B, CG	2005	2010	SF	LC, T, R	
13	G1:O3:PG1:p1: Reactivation and promotion of traditional handicraft businesses and products of the city and its surrounds	35	178,500	30	153,000	0	0	35	178,500		LM, D, B, LC	2005	2010	SF	LC, B	



Project No.	Project Title	Value (Leke)	Value (€)*	Financial Contribution						Implementation			Status†	Targeted Groups		
				Municipality		Communities		Central gov.		Other donors		Partners			Start	End
				%	Leke	%	Leke	%	Leke	%	Leke					
14	G1:O3:PG1:p2: Rehabilitation and re-operation of the state-owned Hunters' Hotel	42,000,000	336,000	0	0	0	0	0	0	0	0	LM, D, B, MT	2006	2008	SF	LC, B, T
15	G1:O3:PG1:p3: Development of a series of training courses for people employed in the tourism sector	3,650,000	29,200	2	73,000	2	73,000	0	0	96	3,504,000	LM, D, B, DA	2005	2010	SF	LC, B, T
16	G1:O3:PG1:p4: Development and running of a programme to support and promote family based tourism businesses	720,000	5,760	5	36,000	0	0	0	0	95	684,000	LM, WV, DA	2005	2006	SF	FB
17	G2:O1:PG1:p1: Conducting of a study to establish a business incubator	3,500,000	28,000	20	700,000	20	700,000	0	0	60	2,100,000	LM, LR, D, B, DA, NGO	2005	2006	SF	LC, B
18	G2:O1:PG1:p2: Conducting of a study to help develop municipal policies on providing fiscal incentives for tourism and agribusiness	500,000	4,000	75	375,000	0	0	0	0	25	125,000	LM, D, B	2005	2010	SF	LC, B
19	G2:O1:PG1:p3: Preparation of a booklet to advertise the crediting of local businesses by financial institutions	100,000	800	25	25,000	25	25,000	0	0	50	50,000	LM, D, B, NGO	2005	2006	SF	LC, B, FI
20	G2:O1:PG1:p4: Creation of a map showing the location of businesses operating within the municipality's jurisdiction	1,000,000	8,000	25	250,000	70	700,000	0	0	5	50,000	LM, CCI, PO	2006	2010	SF	LC, B
21	G2:O1:PG1:p5: Construction of public market places for foods and food products	24,350,000	194,800	55	13,392,500	25	6,087,500	0	0	20	4,870,000	LM, D, B	2006	2008	SF	LC, B
22	G2:O1:PG1:p6: Conducting of a study to build a transport, distribution and storage park	300,000	2,400	10	30,000	30	90,000	0	0	60	180,000	LM, D, B, MTr	2005	2006	SF	LC, B

Project No.	Project Title	Value (Leke)		Value (€)*		Financial Contribution								Implementation			Status†	Targeted Groups
		Value (Leke)	Value (€)*	Municipality		Communities		Central gov.		Other donors		Partners	Start	End				
				%	Leke	%	Leke	%	Leke	%	Leke							
															%	Leke		
23	G2:01:PG2:p1: Promotion of the potential of establishing agribusinesses in the former industrial area of the city	1,500,000	12,000	10	150,000	25	375,000	0	0	65	975,000	LM, D, B, LC, DA	2005	2006	SF	LC, B, O		
24	G2:01:PG2:p2: Rehabilitation of the road leading to the industrial area and the improvement of its electricity and water supplies	40,800,000	326,400	50	20,400,000	10	4,080,000	20	8,160,000	20	8,160,000	LM, D, B, CG	2005	2007	SF	LC, B		
25	G3:01:PG1:p1: Development of a comprehensive regulatory urban plan for the city	10,000,000	80,000	20	2,000,000	0	0	20	2,000,000	60	6,000,000	LM, D, B, CG, CTA, Ancona Cn	2005	2007	SF	LC, B		
26	G3:01:PG1:p2: Conducting of a study and development of a technical project to dredge the River Drin and build a river port	5,000,000	40,000	0	0	0	0	0	0	0	0	AS, NGO	2006	2008	SF	LC, B, T		
27	G3:01:PG1:p3: Development of a plan for car parking in the city	26,400,000	211,200	60	15,840,000	0	0	0	0	40	10,560,000	LM, D	2006	2010	SF	LC		
28	G3:02:PG1:p1: Reconstruction of the pavements in the city's main streets	24,276,000	194,208	50	12,138,000	20	4,855,200	0	0	30	7,282,800	LM, D, B	2005	2006	SF	LC		
29	G3:02:PG1:p2: Construction of pavements from the town centre to Centi Bridge, along Strauss Road, from the main crossroads to the Officers' Quarters and in the Skanderbeg neighbourhood	30,900,000	247,200	50	15,450,000	10	3,090,000	0	0	40	12,360,000	LM, D, B			SF	LC		
30	G3:02:PG1:p3: Rehabilitation of public lighting along the hospital road	45,900,000	367,200	20	9,180,000	0	0	60	27,540,000	20	9,180,000	LM, D, B, CG	2005	2007	SF	LC		



Project No.	Project Title	Value (Leke)	Value (€)*	Financial Contribution						Implementation			Status†	Targeted Groups		
				Municipality		Communities		Central gov.		Other donors		Partners			Start	End
				%	Leke	%	Leke	%	Leke	%	Leke					
31	G3:O2:PG1:p4: Construction of a city ring road	40,000,000	320,000	10	4,040,000	0	0	70	28,280,000	20	8,080,000	LM, D, CG, DA	2005	2009	SF	LC, B
32	G3:O2:PG1:p5: Construction of a road from Ceni Bridge to the Railway Bridge	54,000,000	432,000	5	2,700,000	0	0	0	0	95	51,300,000	LM, D, B	2005	2006	SF	LC, B
33	G3:O2:PG1:p6: Reconstruction of the Old Bridge and the Main Bridge	14,200,000	113,600	10	1,420,000	0	0	70	9,940,000	20	2,840,000	LM, D, B, CG	2006	2007	SF	LC, B
34	G3:O2:PG1:p7: Finalising of the construction of Ceni Bridge	3,000,000	24,000	0	0	0	0	0	0	0	0				SF	
35	G3:O2:PG1:p8: Reconstruction of the road from Lezha to Vain	57,120,000	456,960	0	0	0	0	40	22,848,000	60	34,272,000	LM, LR, D, B, CG	2008	2009	SF	LC, B, T
36	G4:O1:PG1:pl: Construction of a sewage treatment plant	186,640,000	1,493,120	40	74,656,000	0	0	20	37,328,000	40	74,656,000	LM, D, B, CG	2006	2009	SF	LC
37	G4:O1:PG2:pl: Construction of a landfill for urban waste	111,367,000	890,936	20	22,273,400	0	0	10	11,136,700	70	77,956,900	LM, D, B, CG	2008	2009	SF	LC
38	G4:O1:PG2:p2: Establishment of a system for the collection, treatment and disposal of hospital waste	500,000	4,000	20	100,000	0	0	60	300,000	20	100,000	LM, D, MH, DH, H	2005	2006	SF	LC, IH
39	G4:O1:PG3:pl: Development of green areas in the Gurra, Skanderbeg and Besëlidhja neighbourhoods	4,300,000	34,400	30	1,290,000	0	0	0	0	70	3,010,000	LM, LC, CS	2005	2007	SF	LC, B
40	G4:O1:PG3:p2: Completion of the greening of the city's main streets and squares	32,000,000	256,000	60	19,200,000	0	0	0	0	40	12,800,000	LM, B	2005	2006	SF	LC, B
41	G4:O1:PG3:p3: Creation of small green areas around apartment buildings, business facilities and public institutions	40,100,000	320,800	50	300,000	20	120,000	0	0	30	180,000	LM, LC, B, I	2005	2006	SF	LC, B
42	G4:O1:PG4:pl: Establishment of a Youth Centre in the city	6,000,000	48,000	10	600,000	0	0	0	0	90	5,400,000	LM, D, Cm Milan, Rome	2005	2008	SF	LC, Y

Project No.	Project Title	Value (Leke)	Value (€)*	Financial Contribution						Implementation			Targeted Groups			
				Municipality		Communities		Central gov.		Other donors		Partners		Start	End	Status†
				%	Leke	%	Leke	%	Leke	%	Leke					
43	G4:O1:PG4:p2: Reconstruction of the Cultural Centre for Children	12,000,000	96,000	30	3,600,000	0	0	0	0	70	8,400,000	LM, D, B	2008	2010	SF	LC, C
44	G4:O1:PG4:p3: Rehabilitation and re-equipping of the Palace of Culture	18,500,000	148,000	15	2,775,000	10	1,850,000	40	7,400,000	35	6,475,000	LM, D, B, CG	2005	2007	SF	LC, B
45	G4:O1:PG4:p4: Construction of a Hand Sports Centre	25,500,000	204,000	10	2,550,000	0	0	20	5,100,000	70	17,850,000	LM, D, B, CG	2009	2010	SF	LC
46	G4:O1:PG5:p1: Rehabilitation of facilities in the schools of the city	15,000,000	120,000	50	7,500,000	10	1,500,000	0	0	40	6,000,000	LM, D, LC	2005	2006	SF	LC
47	G4:O1:PG6:p1: Rehabilitation of the infrastructure in the Kodër Marlekaj neighbourhood and of 112 ha of the Besëlidhja neighbourhood	204,000,000	1,632,000	10	20,400,000	20	40,800,000	30	61,200,000	40	81,600,000	LM, D, B, CG	2006	2009	SF	LC, B
48	G4:O2:PG1:p1: Construction of three healthcare centres in the neighbourhoods of the former Tractor Service Centre, Kodër-Marlekaj and Skanderbeg	25,500,000	204,000	10	2,550,000	0	0	80	20,400,000	10	2,550,000	LM, D, B, CG	2005	2006	SF	LC
49	G4:O2:PG1:p2: Development of a model of citizens' involvement in keeping clean public places	150,000	1,200	20	30,000	0	0	30	45,000	50	75,000	LM, NGO, ME, CE	2005	2006	SF	LC, B
Total		1,418,483,000	11,347,864		327,694,400		89,661,700		351,101,700		600,025,200					
Percentage		100	100		23.1		6.3		24.8		42.3					

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

†, IS, Implementation Started; FA, Funding Approved; SF, Searching for Funding.



d. Matrix of prioritisation of projects

Economic Development Strategic Plan of Lezha Municipality		Goal				Number of points
		Coordinated development of the multi-dimensional potential of tourism in the Lezha area and the development of an attractive environment for tourists and tourism businesses	Increase in the level of the economy of the city, focusing on the development of small and medium size enterprises	Improved development of the urban area of Lezha in line with the anticipated needs	Improvement in the living conditions and increase in the quality of life for Lezha's inhabitants	
No.	Project	1	2	3	4	
1	G1:O1:PG1:p1: Development of a master plan for the development of tourism in Lezha	1				1
2	G1:O1:PG2:p1: Establishment within City Hall of a 'One-Stop-Shop' to provide information on and promote the tourism potential of Lezha	1				1
3	G1:O1:PG2:p2: Preparation and publication of a tourist guidebook for the district of Lezha	1				1
4	G1:O2:PG1:p1: Rehabilitation of the medieval castle to make it an attractive place to visit	1	1			2
5	G1:O2:PG1:p2: Construction of a good quality road leading to the castle and the reconstruction of the part that leads to the Sheher neighbourhood	1				1
6	G1:O2:PG1:p3: Expansion of the archaeological excavations at Castle Hill and the restoration of its artefacts, including the Medieval Cemetery and the Church	1				1
7	G1:O2:PG1:p4: Demolition of the illegal constructions near to the castle	1				1
8	G1:O2:PG1:p5: Regeneration of the area around the castle by constructing landslide prevention units and improving the greening of the vicinity	1				1
9	G1:O2:PG1:p6: Restoration of the archaeological site of the Skanderbeg memorial and Illyrian walls	1				1
10	G1:O2:PG1:p7: Restoration of Merqia Church (Arberi Convent) and the construction of a road leading to the church	1		1		2
11	G1:O2:PG1:p8: Restoration and exhibition of Lezha's traditional houses, e.g. Zekaj's and Mlikaj's houses	1				1
12	G1:O2:PG1:p9: Construction of a History and Ethnography Museum	1				1
13	G1:O3:PG1:p1: Reactivation and promotion of traditional handicraft businesses and products of the city and its surrounds	1		1		2

No.	Project	1	2	3	4	Pts
14	G1:O3:PG1:p2: Rehabilitation and re-operation of the state-owned Hunters' Hotel	1	1			2
15	G1:O3:PG1:p3: Development of a series of training courses for people employed in the tourism sector	1				1
16	G1:O3:PG1:p4: Development and running of a programme to support and promote family based tourism businesses	1				1
17	G2:O1:PG1:p1: Conducting of a study to establish a business incubator		1			1
18	G2:O1:PG1:p2: Conducting of a study to help develop municipal policies on providing fiscal incentives for tourism and agribusiness		1			1
19	G2:O1:PG1:p3: Preparation of a booklet to advertise the crediting of local businesses by financial institutions		1			1
20	G2:O1:PG1:p4: Creation of a map showing the location of businesses operating within the municipality's jurisdiction		1			1
21	G2:O1:PG1:p5: Construction of public market places for foods and food products		1	1		2
22	G2:O1:PG1:p6: Conducting of a study to build a transport, distribution and storage park		1			1
23	G2:O1:PG2:p1: Promotion of the potential of establishing agribusinesses in the former industrial area of the city		1			1
24	G2:O1:PG2:p2: Rehabilitation of the road leading to the industrial area and the improvement of its electricity and water supplies		1			1
25	G3:O1:PG1:p1: Development of a comprehensive regulatory urban plan for the city			1		1
26	G3:O1:PG1:p2: Conducting of a study and development of a technical project to dredge the River Drin and build a river port	1		1		2
27	G3:O1:PG1:p3: Development of a plan for car parking in the city			1		1
28	G3:O2:PG1:p1: Reconstruction of the pavements in the city's main streets			1		1
29	G3:O2:PG1:p2: Construction of pavements from the town centre to Ceni Bridge, along Strauss Road, from the main crossroads to the Officers' Quarters and in the Skanderbeg neighbourhood			1		1
30	G3:O2:PG1:p3: Rehabilitation of public lighting along the hospital road			1		1
31	G3:O2:PG1:p4: Construction of a city ring road		1	1		2
32	G3:O2:PG1:p5: Construction of a road from Ceni Bridge to the Railway Bridge			1		1
33	G3:O2:PG1:p6: Reconstruction of the Old Bridge and the Main Bridge		1	1		2
34	G3:O2:PG1:p7: Finalising of the construction of Ceni Bridge			1		1



No.	Project	1	2	3	4	Pts
35	G3:O2:PG1:p8: Reconstruction of the road from Lezha to Vain	1		1		2
36	G4:O1:PG1:p1: Construction of a sewage treatment plant				1	1
37	G4:O1:PG2:p1: Construction of a landfill for urban waste				1	1
38	G4:O1:PG2:p2: Establishment of a system for the collection, treatment and disposal of hospital waste				1	1
39	G4:O1:PG3:p1: Development of green areas in the Gurra, Skanderbeg and Besëlidhja neighbourhoods				1	1
40	G4:O1:PG3:p2: Completion of the greening of the city's main streets and squares				1	1
41	G4:O1:PG3:p3: Creation of small green areas around apartment buildings, business facilities and public institutions				1	1
42	G4:O1:PG4:p1: Establishment of a Youth Centre in the city				1	1
43	G4:O1:PG4:p2: Reconstruction of the Cultural Centre for Children				1	1
44	G4:O1:PG4:p3: Rehabilitation and re-equipping of the Palace of Culture				1	1
45	G4:O1:PG4:p4: Construction of a Hand Sports Centre				1	1
46	G4:O1:PG5:p1: Rehabilitation of facilities in the schools of the city				1	1
47	G4:O1:PG6:p1: Rehabilitation of the infrastructure in the Kodër Marlekaj neighbourhood and of 112 ha of the Besëlidhja neighbourhood				1	1
48	G4:O2:PG1:p1: Construction of three healthcare centres in the neighbourhoods of the former Tractor Service Centre, Kodër Marlekaj and Skanderbeg				1	1
49	G4:O2:PG1:p2: Development of a model of citizens' involvement in keeping clean public places	1			1	2

e. Project fiches

No. 1	Project G1:O1:PG1:p1: Development of a master plan for the development of tourism in Lezha	Type of programme G1:O1:PG1: Coordination of public and private actors to plan tourism development
Brief description of project This project aims to institutionalize collaboration among all actors involved in the creation of an environment of development of tourism and related activities in the city. The municipality will organize an annual round-table, at which representatives of local institutions that have an impact on the development of tourism will meet, initially to prepare a master plan according to the objectives and subsequently to make public and discuss the performance and achievements in meeting these objectives. The periodic round-table will facilitate collaboration and, as it will be broadcast and reported in the media, create transparency, helping to increase the participation of interested communities so that they can contribute towards the process.		
Expected results Inter-institutional collaboration enhanced Transparency over problems and achievements in field of tourism Increased participation of communities Better coordination of activities and more efficient use of possibilities		Targeted groups Local businesses Community Institutions
Possible actors Municipality Region Decentralized institutions of central government Chamber of Commerce and Industry NGOs Local media Possible donors		Possible contributors to the project Municipality Various donors
Pre-conditions Willingness of coordination of efforts among interested actors Collaboration and coordination of activities is planned task Low costs		Risk factors Lack of participation Lack of timely fund-raising Negligence of organisers
Estimated expenses		
Office supplies and preparation expenses		50,000 leke
Conference room & cocktail etc.		50,000 leke
Media costs		55,000 leke
Publications		25,000 leke
Sub-total		180,000 leke / year
Total		900,000 leke
Implementation period 2005–2009		Impact period After 2006



No. 2	<p>Project G1:O1:PG2:p1: Establishment within City Hall of a 'One-Stop-Shop' to provide information on and promote the tourism potential of Lezha</p>	<p>Type of programme G1:O1:PG2: Improvement of the quality of information provided on the tourism potential of Lezha</p>																
<p>Brief description of project This project aims to establish a structure within the municipality responsible for collecting and promoting adequate information on tourism. It will do this through the following activities:</p> <ul style="list-style-type: none"> Provide adequate site and working tools; Activity and respective employees to be approved by Municipal Council; Establish connections with all institutions and businesses that have impact on tourism; Collect and distribute data periodically, as first step towards building a database; Produce various publications related to tourism; Provide daily information and support services for interested subjects, including tourists, businesses and institutions related to tourism. 																		
<p>Expected results Structure established in City Hall that is easily accessible, where all those interested can find good information and support This structure will become a centre for coordination of activities among businesses and governing bodies</p>		<p>Targeted groups Local business Community Institutions</p>																
<p>Possible actors Municipality Possible donors</p>		<p>Possible contributors to the project Municipality Various donors</p>																
<p>Pre-conditions Costs for establishing this structure are low Willingness for coordination of efforts among interested actors Existence of '100% Albanian' Agency Work towards collecting data already begun</p>		<p>Risk factors Lack of timely coordination of efforts Lack of timely fund-raising Climate of mistrust over efficiency and accuracy</p>																
<table border="0" style="width: 100%;"> <tr> <td colspan="2">Estimated expenses</td> </tr> <tr> <td>Reconstruction and installation of equipment</td> <td style="text-align: right;">650,000 leke</td> </tr> <tr> <td>Salaries & annual increases</td> <td style="text-align: right;">150,000 leke</td> </tr> <tr> <td>Operational expenses</td> <td style="text-align: right;">50,000 leke</td> </tr> <tr> <td>Publications and database</td> <td style="text-align: right;">100,000 leke</td> </tr> <tr> <td>Activities</td> <td style="text-align: right;">50,000 leke</td> </tr> <tr> <td>Sub-total</td> <td style="text-align: right;">1,000,000 leke (first year only; subsequently 350,000 leke annually)</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">4,500,000 leke</td> </tr> </table>			Estimated expenses		Reconstruction and installation of equipment	650,000 leke	Salaries & annual increases	150,000 leke	Operational expenses	50,000 leke	Publications and database	100,000 leke	Activities	50,000 leke	Sub-total	1,000,000 leke (first year only; subsequently 350,000 leke annually)	Total	4,500,000 leke
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Sub-total	1,000,000 leke (first year only; subsequently 350,000 leke annually)																	
Total	4,500,000 leke																	
<p>Implementation period 2005–2010</p>		<p>Impact period 2006 and ongoing</p>																

<i>No. 3</i>	Project G1:O1:PG2:p2: Preparation and publication of a tourist guidebook for the district of Lezha	Type of programme G1:O1:PG2: Improvement of the quality of information provided on the tourism potential of Lezha								
<p>Brief description of project</p> <p>A tourism guidebook for the district of Lezha will be produced. The goal is to increase the numbers of tourists visiting the region and promote its tourism potential. The guide will serve to facilitate the development of tourism in the city, and will be presented as a book and CD. It will be published in five languages and will contain illustrations.</p>										
<p>Expected results</p> <p>Increased interest in values of district of Lezha Local businesses and communities become aware and encouraged to use genuine opportunities Movement and communication of tourists made easier Increased number of local and foreign tourists Increased number of businesses Reduced unemployment</p>		<p>Targeted groups</p> <p>Tourists Tourism businesses Community</p>								
<p>Possible actors</p> <p>‘100% Albanian’ Agency Municipality Communes Region Chamber of Commerce and Industry International donors</p>		<p>Possible contributors to the project</p> <p>‘100% Albanian’ Agency Municipality Region Communes Chamber of Commerce and Industry Donors</p>								
<p>Pre-conditions</p> <p>Municipality, Region and Communes are interested in increasing level of tourism Municipality, Region and Communes have valuable potential contribution ‘100% Albanian’ Agency has interest and expertise in implementing such a project Increased interest of businesses and tourists in tourism potential of city Businesses aware that they can increase their activities through this project</p>		<p>Risk factors</p> <p>Lack of coordination of activities among actors Lack of raising of anticipated funds</p>								
<p>Estimated expenses</p> <table border="0"> <tr> <td>Municipality, Region and Communes</td> <td>100,000 leke</td> </tr> <tr> <td>‘100% Albanian’ Agency</td> <td>20,000 leke</td> </tr> <tr> <td>Possible donors</td> <td>500,000 leke</td> </tr> <tr> <td>Total</td> <td>620,000 leke</td> </tr> </table>			Municipality, Region and Communes	100,000 leke	‘100% Albanian’ Agency	20,000 leke	Possible donors	500,000 leke	Total	620,000 leke
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‘100% Albanian’ Agency	20,000 leke									
Possible donors	500,000 leke									
Total	620,000 leke									
<p>Implementation period</p> <p>June–December 2005</p>		<p>Impact period</p> <p>After December 2005 (publication)</p>								



<i>No. 4</i>	Project G1:O2:PG1:p1: Rehabilitation of the medieval castle to make it an attractive place to visit	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites
Brief description of project This project aims to improve the condition of the medieval castle in Lezha. The castle was built on top of the remains of an Illyrian acropolis dating back to the IV century BC and has unique Illyrian-Arberesh architecture. The improvements undertaken during this phase will focus on the work needed to regulate the grounds and lighting, restoration of artefacts and construction of a water supply network. These improvements will be preceded by a project to reconstruct the road in order to make this special castle easily accessible.		
Expected results Improved interior of castle Lighting and water supply installed Historically valuable objects restored		Targeted groups Tourists Tourism businesses Community
Possible actors Ministry of Culture, Youth and Sports Municipality Region Institute of Monuments of Culture Possible donors		Possible contributors to the project Ministry of Culture, Youth and Sports Institute of Monuments of Culture Municipality Region Donors
Pre-conditions Raised awareness of need for this project Municipality has started preparatory phase and planned construction of road Project will enable development of other businesses		Risk factors Lack of coordination of activities Lack of raising of funds anticipated
Estimated expenses		
Digging and transportation of soil		1,000,000 leke
Installation of lighting system		400,000 leke
Installation of drinking water supply		200,000 leke
Work to restore artefacts		2,000,000 leke
Total		3,600,000 leke
Implementation period June 2005–December 2006		Impact period From May 2007

<i>No. 5</i>	Project G1:O2:PG1:p2: Construction of a good quality road leading to the castle and the reconstruction of the part that leads to the Sheher neighbourhood	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites
<p>Brief description of project</p> <p>The road to the castle begins at the Officers' Barracks intersection and ends in the Varosh district. The reconstruction of this road will include a number of activities including preparing the foundations, constructing supports, installing a lighting system, pavements, sewerage, laying road surface, etc. The road is 2.4 km long and will be cobbled in order to harmonise with the characteristics of this historic area.</p> <p>This road connects the city with the castle and with the city's oldest district. By investing in this road, tourism will be developed because all tourists will be able to access easily the castle and the surrounding important archaeological area.</p>		
<p>Expected results</p> <p>Improved infrastructure in area of castle Improved development of oldest district in city Increased numbers of tourists</p>		<p>Targeted groups</p> <p>Tourism areas Community Business</p>
<p>Possible actors</p> <p>Municipality Central government Various donors Association of businesses</p>		<p>Possible contributors to the project</p> <p>Municipality Central government Various donors Communities</p>
<p>Pre-conditions</p> <p>Road foundations stable Illegal constructions along roadside are demolished</p>		<p>Risk factors</p> <p>Project not regarded as a priority Lack of financing</p>
<p>Estimated expenses</p> <p>Total</p>		<p>99,000,000 leke</p>
<p>Implementation period</p> <p>March–November 2005</p>		<p>Impact period</p> <p>2006, after implementation of project</p>



No. 6	<p>Project G1:O2:PG1:p3: Expansion of the archaeological excavations at Castle Hill and the restoration of its artefacts, including the Medieval Cemetery and the Church</p>	<p>Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites</p>
<p>Brief description of project This project aims to facilitate archaeological research and restore and conserve the objects of historical value in the castle's 'neck' area, particularly the Church and cemetery. The ancient city of Lisi is of immense historical value and much of it is not exposed or used in a manner appropriate for increasing the historical and cultural values of the region.</p>		
<p>Expected results Approved periodic plan of staged implementation of research, discovery, restoration and presentation of historical and cultural artefacts of Lezha area Implemented first phase through complex archaeological research</p>		<p>Targeted groups Community Institute of Monuments of Culture Institute of Archaeology Tourism sector Local business</p>
<p>Possible actors Ministry of Culture, Youth and Sports Municipality Academy of Vienna Institute of Archaeology</p>		<p>Possible contributors to the project Ministry of Culture, Youth and Sports Municipality Academy of Vienna Institute of Archaeology Possible donors</p>
<p>Pre-conditions Areas are fenced off and there are no ownership issues Value of area justifies expenses Raised awareness of needs for this project Business community views project as opportunity to develop new business</p>		<p>Risk factors Area endangered by illegal constructions Actors may not coordinate actions or contributions Potential actors may not plan funds for this purpose</p>
<p>Estimated expenses</p>		
<p>Total</p>		1,500,000 leke
<p>Implementation period Each year until 2010, from May–August</p>		<p>Impact period From 2010, completion of exploration</p>

No. 7	Project G1:O2:PG1:p4: Demolition of the illegal constructions near to the castle	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites												
<p>Brief description of project</p> <p>The purpose of this project is to protect this area from degeneration caused by illegal construction. The project foresees:</p> <ul style="list-style-type: none"> Identifying all illegal constructions and preparing estimates of cost of demolishing each object; Removing remains of demolished buildings and rehabilitating environment, planting trees and decorative bushes; Developing and approving partial urban plan for this area. 														
<p>Expected results</p> <ul style="list-style-type: none"> Important area protected from destructive activities Sites created for implementation of plans approved by competent structures Improved image of area 		<p>Targeted groups</p> <ul style="list-style-type: none"> Community Tourism businesses 												
<p>Possible actors</p> <ul style="list-style-type: none"> Structures of central government Commission for Regulation and Protection of Territories Municipality 		<p>Possible contributors to the project</p> <ul style="list-style-type: none"> Central government Local government Donors 												
<p>Pre-conditions</p> <ul style="list-style-type: none"> Site considered as archaeologically important and protected by law Local government completed initial work with regard to identification of issues and raising community awareness Responsible structures are engaged in implementation of the law 		<p>Risk factors</p> <ul style="list-style-type: none"> Demolition of buildings may cause social problems Main actors may not coordinate their actions Lack of timely fund-raising 												
<p>Estimated expenses</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Demolition of buildings, 500 m² x 200</td> <td style="text-align: right;">600,000 leke</td> </tr> <tr> <td>Removal of remains, 4,000 m³ x 600</td> <td style="text-align: right;">2,400,000 leke</td> </tr> <tr> <td>Regulation of terrain, 5,000 m² x 40</td> <td style="text-align: right;">200,000 leke</td> </tr> <tr> <td>Tree planting, 200 individuals x 1,000</td> <td style="text-align: right;">200,000 leke</td> </tr> <tr> <td>Zoning plan</td> <td style="text-align: right;">200,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">3,600,000 leke</td> </tr> </table>			Demolition of buildings, 500 m ² x 200	600,000 leke	Removal of remains, 4,000 m ³ x 600	2,400,000 leke	Regulation of terrain, 5,000 m ² x 40	200,000 leke	Tree planting, 200 individuals x 1,000	200,000 leke	Zoning plan	200,000 leke	Total	3,600,000 leke
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Regulation of terrain, 5,000 m ² x 40	200,000 leke													
Tree planting, 200 individuals x 1,000	200,000 leke													
Zoning plan	200,000 leke													
Total	3,600,000 leke													
<p>Implementation period</p> <p>Within year 2005</p>		<p>Impact period</p> <p>After 2005</p>												



No. 8	Project G1:O2:PG1:p5: Regeneration of the area around the castle by constructing landslide prevention units and improving the greening of the vicinity	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites
<p>Brief description of project</p> <p>This project is aimed at the prevention of landslides in the areas near Castle Hill, around the hospital and along the Lezha to Kallmet road. Landslide prevention will be managed through regulation of high waters, planting of trees, strengthening of areas at risk with concrete supports, building of supporting walls, etc. These investments will be very important; the flooding of September 2002 highlighted the danger posed by such a threat, even to the point of catastrophe.</p>		
<p>Expected results</p> <p>Reinforced and stable foundations in vulnerable area Investments in these areas protected Possible catastrophic events prevented</p>		<p>Targeted groups</p> <p>Community and businesses involved in historical tourism Whole community All local businesses</p>
<p>Possible actors</p> <p>Central government Various donors Municipality Association of Businesses</p>		<p>Possible contributors to the project</p> <p>Central government Various donors Municipality Association of Businesses</p>
<p>Pre-conditions</p> <p>Investment made to prevent landslide in hospital district and demolition of illegal buildings Estimate of costs completed All citizens aware of importance of project</p>		<p>Risk factors</p> <p>Lack of timely fund raising Worsening of situation as result of deterioration</p>
<p>Estimated expenses</p> <p>Total</p>		161,500,000 leke
<p>Implementation period</p> <p>Year 2005–2006</p>		<p>Impact period</p> <p>2007, after completion of planned work</p>

No. 9	Project G1:O2:PG1:p6: Restoration of the archaeological site of the Skanderbeg memorial and Illyrian walls	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites
Brief description of project The site of the Skanderbeg Memorial is about 2.3 ha in size and includes Illyrian, Roman and Mediaeval Byzantine artefacts. This project will improve the local infrastructure and return to the best possible condition the whole site in order to facilitate every day activities and improve the site as a tourist destination.		
Expected results Improved infrastructure and facilities at site of national importance Increased number of tourists to site Increased number of tourists to Lezha		Targeted groups Local communities Local businesses
Possible actors Institute of Monuments of Culture Ministry of Culture, Youth and Sports Municipality Donors		Possible contributors to the project Central government Municipality Donors
Pre-conditions Monument does not require large investment All citizens aware of need for this project		Risk factors Delay in project implementation will cause further deterioration of the site Lack of financing
Estimated expenses		
Site preparation		100,000 leke
Removal of rubble		50,000 leke
Regulation and redesign of memorial interior		80,000 leke
Restoration and conservation of Shen Kollit wall		50,000 leke
Internal and external lighting		100,000 leke
Repairs to three medieval canons		200,000 leke
Construction of a service centre		500,000 leke
Total		1,080,000 leke
Implementation period 2006–2010		Impact period After 2010, on completion of work



No. 10	Project G1:O2:PG1:p7: Restoration of Merqia Church (Arberi Convent) and the construction of a road leading to the church	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites
<p>Brief description of project</p> <p>The project aims to complete the partial restoration of Merqia Church in the Lezha village of Balldre and to construct a road connecting it to the national network. This church is of national importance as it was here, in January 1702, when it was known as the Church of St. John the Baptist, that the Arber Assembly was held. Moreover, the church has become a place of pilgrimage.</p> <p>Restoring the church and constructing the road will help increase the number of religious people visiting the church and also the number of tourists visiting Lezha.</p>		
<p>Expected results</p> <p>Partial restoration of church Construction of three-km-long road Increase in number of tourists, stimulating creation of new businesses</p>		<p>Targeted groups</p> <p>Community Religious community Tourists</p>
<p>Possible actors</p> <p>Commune of Balldre Catholic Church Region</p>		<p>Possible contributors to the project</p> <p>Commune of Balldre Catholic Church Region</p>
<p>Pre-conditions</p> <p>Major part of road in no need of urgent reconstruction Religious and historical artefacts justify investment</p>		<p>Risk factors</p> <p>Lack of timely financing Lack of coordination among actors Further worsening of condition of church</p>
<p>Estimated expenses</p> <p>Repairing and re-asphalting of road (3 km) 3,000,000 leke Restoration of church 5,000,000 leke Total 8,000,000 leke</p>		
<p>Implementation period</p> <p>June–August 2006</p>		<p>Impact period</p> <p>2006, after completion of works</p>

<i>No. 11</i>	Project G1:O2:PG1:p8: Restoration and exhibition of Lezha's traditional houses, e.g. Zekaj's and Mlikaj's houses	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites						
<p>Brief description of project</p> <p>This project aims to protect two houses designated as cultural monuments. As residential homes with important architectural value, they will help consolidate the cultural and historical values of the city, and as such they are considered important for the development of tourism in Lezha.</p> <p>The two houses are in very bad condition but as they are regarded as integral to the development of tourism, their restoration is considered to be a responsibility of the state structures and for this project to be included in the Development Strategy.</p>								
<p>Expected results</p> <p>Restored and conserved buildings of local historical and cultural importance Increased number of tourists Increased interest of history, culture and tourism researchers</p>		<p>Targeted groups</p> <p>Community Tourists Institute of Monuments of Culture</p>						
<p>Possible actors</p> <p>Ministry of Culture Youth and Sports Institute of Monuments of Culture Municipality</p>		<p>Possible contributors to the project</p> <p>Ministry of Culture, Youth and Sports Institute of Monuments of Culture Municipality</p>						
<p>Pre-conditions</p> <p>The houses protected as cultural monuments All actors aware of need for this project</p>		<p>Risk factors</p> <p>Actors may not coordinate their activities Lack of timely planning Further deterioration of condition of houses</p>						
<p>Estimated expenses</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Zekaj's house</td> <td style="width: 50%;">1,000,000 leke</td> </tr> <tr> <td>Mlikaj's house</td> <td>1,500,000 leke</td> </tr> <tr> <td>Total</td> <td>2,500,000 leke</td> </tr> </table>			Zekaj's house	1,000,000 leke	Mlikaj's house	1,500,000 leke	Total	2,500,000 leke
Zekaj's house	1,000,000 leke							
Mlikaj's house	1,500,000 leke							
Total	2,500,000 leke							
<p>Implementation period</p> <p>April–October 2007</p>		<p>Impact period</p> <p>2008, after completion of work</p>						



No. 12	Project G1:O2:PG1:p9: Construction of a History and Ethnography Museum	Type of programme G1:O2:PG1: Improvement of infrastructure of archaeological sites
<p>Brief description of project</p> <p>Lezha has neither a History Museum nor Ethnography Museum. Meanwhile, some 2,000 artefacts representing the city's, and Albania's, spiritual and material culture need to be housed, conserved and displayed. There are archaeological and ethnographic artefacts, works of art, documents, etc. Thus, the construction of a History and Ethnography Museum is seen as a necessity.</p> <p>It is anticipated that the museum will be constructed in an area of the city with historical and cultural value and where the city's history and culture will be unfolded. The architecture will be of a characteristic style of the city.</p>		
<p>Expected results</p> <p>Items of historical and cultural value displayed in a museum Interests of community, researchers, etc. served Historical and cultural tourism stimulated Appropriate climate created for presentation of Lezha's historical and ethnographical artefacts</p>		<p>Targeted groups</p> <p>Community Tourism businesses Tourists Researchers Students</p>
<p>Possible actors</p> <p>Central government Various donors Municipality Association of Businesses</p>		<p>Possible contributors to the project</p> <p>Central government Various donors Municipality Association of Businesses</p>
<p>Pre-conditions</p> <p>Identification of site for location of museum Approval of construction of museum by Municipal Council for Territorial Regulation</p>		<p>Risk factors</p> <p>Non-approval of funds by line Ministries Lack of coordination among actors</p>
<p>Estimated expenses</p> <p>Total</p>		20,400,000 leke
<p>Implementation period</p> <p>Until 2010</p>		<p>Impact period</p> <p>2010, immediately after completion of work and museum functional</p>

<i>No. 13</i>	Project G1:O3:PG1:p1: Reactivation and promotion of traditional handicraft businesses and products of the city and its surrounds	Type of programme G1:O3:PG1: Provision of support for businesses to increase the quality of their services						
<p>Brief description of project</p> <p>This project aims at the construction of a small trade centre in the archaeological area through provision of human resources and tools that will create appropriate conditions for manufacture and marketing of traditional handicrafts from the Lezha region.</p> <p>Shops and stalls will be established in an appropriate style with appropriate materials and decorations.</p>								
<p>Expected results</p> <p>New marketplace established for marketing of local handicrafts Increased number of tourists Enhanced museum and historical value of city Economy stimulated and enhanced</p>		<p>Targeted groups</p> <p>Communities Municipality Business community</p>						
<p>Possible actors</p> <p>Municipality Donors Businesses Communities</p>		<p>Possible contributors to the project</p> <p>Municipality Donors Producers</p>						
<p>Pre-conditions</p> <p>Museum area unoccupied Capable human resources exist</p>		<p>Risk factors</p> <p>Competition from other handicraft markets Financial resources</p>						
<p>Estimated expenses</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Three units, each of 120,000 leke</td> <td style="width: 50%; text-align: right;">360,000 leke</td> </tr> <tr> <td>One service unit</td> <td style="text-align: right;">150,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">510,000 leke</td> </tr> </table>			Three units, each of 120,000 leke	360,000 leke	One service unit	150,000 leke	Total	510,000 leke
Three units, each of 120,000 leke	360,000 leke							
One service unit	150,000 leke							
Total	510,000 leke							
<p>Implementation period</p> <p>April–August 2005</p>		<p>Impact period</p> <p>After October 2005, and ongoing</p>						



No. 14	Project G1:O3:PG1:p2: Rehabilitation and re-operation of the state-owned Hunters' Hotel	Type of programme G1:O3:PG1: Provision of support for businesses to increase the quality of their services
<p>Brief description of project</p> <p>This project aims at the rehabilitation of the former Hunter's Hotel, returning to it the cultural and historical values that it previously had. The project will undertake a study and attract the financing for its reconstruction to modern standards while at the same time preserving the values of this landmark object for the city of Lezha</p> <p>The reconstruction will include both the exterior and interior of the hotel and will follow the design of a specialist studio in collaboration with the Ministry of Tourism, municipality, donors and local businesses.</p>		
<p>Expected results</p> <ul style="list-style-type: none"> Important cultural object resurrected Increased number of tourists Improved economy Improved facility for citizens Improved facility for tourists 		<p>Targeted groups</p> <ul style="list-style-type: none"> Whole community Municipality Commune of Shengjin Region
<p>Possible actors</p> <ul style="list-style-type: none"> Ministry of Tourism Municipality Local businesses Various donors 		<p>Possible contributors to the project</p> <ul style="list-style-type: none"> Central government Municipality Chamber of Commerce and Industry Various donors
<p>Pre-conditions</p> <ul style="list-style-type: none"> Existence of building, infrastructure and surrounding environment Availability of experience and tradition Good name of hotel 		<p>Risk factors</p> <ul style="list-style-type: none"> Lack of financial support Ownership problems
<p>Estimated expenses</p> <p>Total</p>		42,000,000 leke
<p>Implementation period</p> <p>Study in 2006</p>		<p>Impact period</p> <p>2007–2008 and afterwards</p>

<i>No. 15</i>	Project G1:O3:PG1:p3: Development of a series of training courses for people employed in the tourism sector	Type of programme G1:O3:PG1: Provision of support for businesses to increase the quality of their services										
<p>Brief description of project</p> <p>This project aims to establish a professional training centre for employees in the tourism sector. The centre will train both existing employees and newcomers to the sector. Courses will be provided for chefs, waiters, receptionists, bar staff, managers, tourism agency staff, tourist guides, etc. The courses will teach the top standards of service provision.</p> <p>The centre will stimulate the creation of new SMEs through promoting self-employment and entrepreneurship.</p>												
<p>Expected results</p> <p>Improved quality of services and hospitality Increased number and diversity of services and tourism products Increased number of young people employed Increased number of tourists</p>		<p>Targeted groups</p> <p>Tourism and service sector employees Tourism and service sector businesses Investors Young employees</p>										
<p>Possible actors</p> <p>‘100% Albanian’ Agency Municipality Chamber of Commerce and Industry Possible donors</p>		<p>Possible contributors to the project</p> <p>‘100% Albanian’ Agency Municipality Chamber of Commerce and Industry Donors</p>										
<p>Pre-conditions</p> <p>Existence of agency that includes this type of activity in its programme Favourable tourism market Need for further qualifications of staff This type of activity is a municipal priority</p>		<p>Risk factors</p> <p>Lack of funding</p>										
<p>Estimated expenses</p> <table data-bbox="188 1491 1034 1659"> <tr> <td>Materials</td> <td>50,000 leke</td> </tr> <tr> <td>Trainers fees</td> <td>50,000 leke</td> </tr> <tr> <td>Operational expenses</td> <td>50,000 leke</td> </tr> <tr> <td>Publications</td> <td>3,500,000 leke</td> </tr> <tr> <td>Total</td> <td>3,650,000 leke</td> </tr> </table>			Materials	50,000 leke	Trainers fees	50,000 leke	Operational expenses	50,000 leke	Publications	3,500,000 leke	Total	3,650,000 leke
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Trainers fees	50,000 leke											
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Publications	3,500,000 leke											
Total	3,650,000 leke											
<p>Implementation period</p> <p>June 2005–June 2008; self financed from December 2008</p>		<p>Impact period</p> <p>After December 2005</p>										



No. 16	Project G1:O3:PG1:p4: Development and running of a programme to support and promote family based tourism businesses	Type of programme G1:O3:PG1: Provision of support for businesses to increase the quality of their services
<p>Brief description of project</p> <p>This project aims to train members of the community in how to create and manage family businesses, and consequently to improve their organizational and operational capacity and the quality of their businesses for them to become competitive and successful in the marketplace.</p> <p>It is anticipated that some 60 individuals will be trained.</p>		
<p>Expected results</p> <p>Increased number of individuals trained in use of computers, finance and management</p>		<p>Targeted groups</p> <p>Families businesses Entrepreneurs</p>
<p>Possible actors</p> <p>'100% Albanian' Agency World Vision Municipality</p>		<p>Possible contributors to the project</p> <p>Municipality '100% Albanian' Agency Various donors</p>
<p>Pre-conditions</p> <p>Conference room in the facilities of '100% Albanian' development agency Existence of several SMEs interested in new techniques</p>		<p>Risk factors</p> <p>Limited human resources offering such training</p>
<p>Estimated expenses</p> <p>Total</p>		720,000 leke
<p>Implementation period</p> <p>June 2005 until January 2006</p>		<p>Impact period</p> <p>After 2006</p>

<i>No. 17</i>	Project G2:O1:PG1:p1: Conducting of a study to establish a business incubator	Type of programme G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses
Brief description of project Because the economy of Lezha is growing only slowly, the level of unemployment in the city, as in the rest of the country, remains high. Some sectors of the economy that have previously been very active are currently paralyzed, and there is a lack of information with regard to the development of business, legislation, etc. To improve this situation and support LED, especially through stimulating SMEs, this project aims at the establishment of a business incubator in Lezha. Also, in this way, business costs will be reduced.		
Expected results Local businesses stimulated New businesses created Unemployment reduced Local knowledge of business law improved Operational costs reduced		Targeted groups New and existing businesses Unemployed youth Economics graduates
Possible actors Municipality Region Chamber of Commerce and Industry Association of Businesses Business agencies		Possible contributors to the project Municipality Donors Chamber of Commerce and Industry Business agencies
Pre-conditions Site available for implementation of activity Experience of some businesses Support of municipality		Risk factors Land ownership Lack of financial support Competition from regional businesses
Estimated expenses		
Establishing office	600,000 leke	
Office equipment	900,000 leke	
Administrative expenses, etc.	2,000,000 leke	
Total	3,500,000 leke	
Implementation period 2005–2006		Impact period 2007 and afterwards



No. 18	Project G2:O1:PG1:p2: Conducting of a study to help develop municipal policies on providing fiscal incentives for tourism and agribusiness	Type of programme G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses
Brief description of project This project aims to carry out periodically a complex study with regard to the types of local taxes and tariffs applied by the municipality for agribusinesses and tourism businesses, in order to estimate the economic advantages and disadvantages of a differential application of taxes. The study will be presented periodically to the Municipal Council, during the preparation of the draft budget.		
Expected results Increased number of tourism businesses Improved quality of services Improved quality of life		Targeted groups Communities Business community
Possible actors Municipality Donors Business		Possible contributors to the project Municipality Donors
Pre-conditions Existence of human resources within and outside municipal apparatus		Risk factors Low financial capabilities of municipality
Estimated expenses Fees for experts		100,000 leke / year
Total		500,000 leke
Implementation period March–May every year until 2010		Impact period After 2006

<i>No. 19</i>	Project G2:O1:PG1:p3: Preparation of a booklet to advertise the crediting of local businesses by financial institutions	Type of programme G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses
Brief description of project This project aims to prepare and publish periodically a brochure containing clearly presented information on financing opportunities in the city of Lezha. The brochure will target the business community and promote financing opportunities and the favourable factors. The data published will be collected from a range of financial institutions, including banks, etc. The publication will be aimed at promoting initiatives for the creation of new businesses and increasing the activity of existing businesses.		
Expected results Raised awareness of business community of favourable factors and genuine opportunities and conditions for finance availability Increased number of bank clients New culture created in business community, i.e. compiling business plans when applying for financing Facilitation of collaboration among LED actors		Targeted groups Business community Banks Financial institutions Municipality
Possible actors Municipality NGOs Chamber of Commerce and Industry Possible donors		Possible contributors to the project Municipality NGOs Chamber of Commerce and Industry Possible donors
Pre-conditions Need identified for existence of central source of information for financial institutions Low costs Brochure publication financially sustainable using resources collected from first issue		Risk factors Lack of coordination among actors Lack of funds available during first phase
Estimated expenses 500 copies x 200 leke		100,000 leke / year
Total		100,000 leke
Implementation period Year 2005–2006		Impact period 2006–2010



No. 20	<p>Project G2:O1:PG1:p4: Creation of a map showing the location of businesses operating within the municipality's jurisdiction</p>	<p>Type of programme G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses</p>		
<p>Brief description of project This project aims at the publication of a map of Lezha, delineating the roads and districts of the city with all main businesses, annotated with type of activity, clearly marked. The map will be published on a scale of 1:1,000 and will be updated annually. The work will be undertaken in collaboration with the municipal Directorate of Taxes and Tariffs. The map will be made publicly available.</p>				
<p>Expected results Identification of city's businesses facilitated Advertisements for these businesses facilitated Business activity increased</p>		<p>Targeted groups Business community Visitors Local and central institutions</p>		
<p>Possible actors Municipality Chamber of Commerce and Industry Private design studio</p>		<p>Possible contributors to the project Municipality Businesses Design studio</p>		
<p>Pre-conditions Availability of municipality's human resources Existence of previous maps Existence of data on location of businesses in taxation department</p>		<p>Risk factors Lack of timely engagement of financial resources Lack of appropriate organization of business community</p>		
<p>Estimated expenses</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 60%;">Total</td> <td style="text-align: right;">1,000,000 leke</td> </tr> </table>			Total	1,000,000 leke
Total	1,000,000 leke			
<p>Implementation period Year 2006</p>		<p>Impact period 2006 and ongoing</p>		

<i>No. 21</i>	Project G2:O1:PG1:p5: Construction of public market places for foods and food products	Type of programme G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses
Brief description of project This project aims at the construction of covered marketplace for the sale of fruit, vegetables, meat, fish and dairy produce, in an area the size of 850 m ² . The marketplace will have lighting and be equipped with hygiene and sanitary facilities. It should be planned, designed, constructed and opened within one year. It is anticipated that the marketplace will comprise 35 lots: 15 for sale of fish products (each 20 m ²), 10 for sale of fruit and vegetables (25 m ² each) and 10 for sale of dairy produce (15 m ²).		
Expected results Sale of foodstuffs under appropriate hygienic and sanitary conditions Increased income for citizens Increased revenues for municipality Informal competition prevented New jobs created		Targeted groups Communities of city Municipality Business community
Possible actors Municipality Donors Businesses		Possible contributors to the project Municipality Donors Landowners
Pre-conditions Appropriate land available Need for sale of foodstuffs to modern standards		Risk factors Lack of collaboration with landowners Lack of timely engagement of financial resources
Estimated expenses Paving, asphaltting and rent Fencing of site Construction of 35 lots Electricity and water Total		6,000,000 leke 500,000 leke 17,500,000 leke 350,000 leke 24,350,000 leke
Implementation period 2006–2008		Impact period After 2008



<i>No. 22</i>	Project G2:O1:PG1:p6: Conducting of a study to build a transport, distribution and storage park	Type of programme G2:O1:PG1: Continuous application of new methodologies to encourage and support businesses										
<p>Brief description of project</p> <p>This project is aimed at the construction of a specialized Transportation Park in an area close to the train station. The park will be an important hub that will serve local businesses, including those in Shengjin and other areas around Lezha. The site will include storage warehouses and will be strategically important as it is near to the north–south motorway, the train station and a major national port. Thus, the park will serve both domestic and foreign transportation.</p> <p>The construction will be preceded by an urban study, which will include clear definition of the needs for improvements and interventions into the current infrastructure. Project tasks will be determined by Department of Urban Planning and then presented to the Council for Territorial Regulation for approval. The opinions of various experts, businesses and citizens will be included in the study development.</p>												
<p>Expected results</p> <p>Zoning plan of transportation park developed Greater economic efficiency created Easier and better transportation facilitated Businesses stimulated & created Environment regulated</p>		<p>Targeted groups</p> <p>Municipality Business, including those in other cities of Albania</p>										
<p>Possible actors</p> <p>Municipality Private businesses Ministry of Transport and Telecommunications Chamber of Commerce and Industry Donors</p>		<p>Possible contributors to the project</p> <p>Municipality Private businesses Ministry of Transport and Telecommunications Chamber of Commerce and Industry Donors</p>										
<p>Pre-conditions</p> <p>Excellent location for transportation hub Demand for hub</p>		<p>Risk factors</p> <p>Delays in registration of property Competition from other cities Lack of financing Rail transportation still underdeveloped Local roads in poor condition</p>										
<p>Estimated expenses</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Awareness campaign</td> <td style="text-align: right;">100,000 leke</td> </tr> <tr> <td>Development of project tasks</td> <td style="text-align: right;">130,000 leke</td> </tr> <tr> <td>Holding of tender</td> <td style="text-align: right;">20,000 leke</td> </tr> <tr> <td>Launching</td> <td style="text-align: right;">50,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">300,000 leke</td> </tr> </table>			Awareness campaign	100,000 leke	Development of project tasks	130,000 leke	Holding of tender	20,000 leke	Launching	50,000 leke	Total	300,000 leke
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<p>Implementation period</p> <p>Year 2005</p>		<p>Impact period</p> <p>2006 and ongoing</p>										

<i>No. 23</i>	Project G2:O1:PG2:p1: Promotion of the potential of establishing agribusinesses in the former industrial area of the city	Type of programme G2:O1:PG2: Reactivation of the food processing industry
<p>Brief description of project</p> <p>The project aims to stimulate the redevelopment of agribusiness in the region of Lezha. Much of this activity has closed down in the last decade and a half. Specifically the project will prepare business plans for the sector.</p> <p>Because the plants are built on private land, support will be provided for the owners and for individuals intending to set up an agribusiness through preparing business plans. The plans will be prepared by experts and be presented to the owners and business community.</p> <p>This project will reduce local unemployment and increase agricultural productivity. Reactivation of these businesses will stimulate the climate of business development.</p> <p>Specifically, the businesses will include the tomato processing factory, the fruit and vegetable processing factory, oil factory, meat processing factory, the dairy and the distillery.</p>		
<p>Expected results</p> <p>Raised awareness of need for reactivation of agribusiness Stimulation of business Reduced unemployment Increased number of businesses Increased agricultural and farm production</p>		<p>Targeted groups</p> <p>Communities of the city Business community Landowners Municipality</p>
<p>Possible actors</p> <p>Municipality '100% Albanian' Agency Chamber of Commerce and Industry Possible donors Landowners</p>		<p>Possible contributors to the project</p> <p>Municipality '100% Albanian' Agency Chamber of Commerce and Industry Possible donors Landowners</p>
<p>Pre-conditions</p> <p>Landowners interested Actors positive about future of sector Raw materials available Development of SMEs promoted by foreign and local institutions</p>		<p>Risk factors</p> <p>Lack of appropriate financing Lack of coordination among actors Lack of interest of landowners in collaborating</p>
<p>Estimated expenses</p> <p>Total 1,500,000 leke</p>		
<p>Implementation period 2005–2006</p>		<p>Impact period After 2006</p>



No. 24	Project G2:O1:PG2:p2: Rehabilitation of the road leading to the industrial area and the improvement of its electricity and water supplies	Type of programme G2:O1:PG2: Reactivation of the food processing industry
Brief description of project The road in the industrial zone of Lezha is very badly damaged as result of lack of maintenance. It is 1.5 km long and connects the city with the IZ. This project aims at the reconstruction of this road. Reconstruction of this road will facilitate the reactivation of the dairy, oil processing factory, fruit and vegetable processing factory, fish processing factory, salami factory, marmalade and sauce factory, etc. In addition, this road serves a nearby residential area. Investment in this road will be very important for the economic development of the city.		
Expected results Improved infrastructure Increased economic development Reduced unemployment Increased number of businesses		Targeted groups Communities in city Businesses
Possible actors Central government Various donors Municipality Association of Businesses		Possible contributors to the project Central government Various donors Municipality Association of Businesses
Pre-conditions Existence of road foundations Local and central governments interested Businesses interested		Risk factors Lack of financing
Estimated expenses Total		40,800,000 leke
Implementation period 2005–2006		Impact period 2007, immediately after completion of work

No. 25	Project G3:O1:PG1:p1: Development of a comprehensive regulatory urban plan for the city	Type of programme G3:O1:PG1: Development of the foundations of a regulatory urban plan to precede the developing needs of the city
Brief description of project This project addresses an immediate need, one with significant impact upon the legislation. Lezha is in urgent need of a comprehensive urban plan to systematise its layout, division and installation of infrastructure. A regulatory urban plan will resolve many problems created in the city over last decade and a half through large demographic changes. As a result of an increased population size and haphazard construction of apartment blocks and other buildings the development and execution of an urban plan is essential. The plan will end informal and illegal constructions and regulate the construction industry, creating carefully allotted space for high standard constructions. This will in turn attract local and foreign investments.		
Expected results Many social problems resolved Residential areas systematized Businesses supported Qualitative services offered to community New constructions regulated New projects carefully designed		Targeted groups Communities in city Tourist areas Businesses
Possible actors Central government Council for Territorial Regulation Various donors Municipality Commune of Ancona Association of Businesses		Possible contributors to the project Central government Council for Territorial Regulation Various donors Municipality Commune of Ancona Association of Businesses
Pre-conditions Study completed for extension of construction line		Risk factors Lack of coordination of activities of actors Lack of adequate financing
Estimated expenses Total		10,000,000 leke
Implementation period 2005–2006		Impact period 2007



No. 26	<p>Project G3:O1:PG1:p2: Conducting of a study and development of a technical project to dredge the River Drin and build a river port</p>	<p>Type of programme G3:O1:PG1: Development of the foundations of a regulatory urban plan to precede the developing needs of the city</p>
<p>Brief description of project</p> <p>This project aims at regulating the flow of water along the River Drin as it enters Lezha and at building a new harbour for the city. The project will resolve many of its social and economic problems and act as a foundation for the development of tourism. Completion of the project will have an impact upon the economic development of the region as a whole, resolving many problems of a more widespread nature, especially for the area around Zadrima.</p> <p>The River Drin is important in many ways for the city, for agriculture, fisheries and water supply and has great potential for domestic and perhaps more importantly for international transport. Creating a river port opens up a new perspective for the city and region, linking its economy with those of the cities around the Adriatic Sea, enhancing at the same time the prospects for development of tourism in the region, while dredging the river and reinforcing the banks will improve its condition. The project will also construct a road and install pavements, lighting and recreational areas along the riverside.</p>		
<p>Expected results Improved habitats Improved environment for communities Improved infrastructure for agribusinesses Improved perspective for tourism</p>		<p>Targeted groups Community Tourism Agribusinesses</p>
<p>Possible actors Academy of Sciences NGOs</p>		<p>Possible contributors to the project NGOs Central government</p>
<p>Pre-conditions Existence of historical port Demands of citizens</p>		<p>Risk factors Lack of financing</p>
<p>Estimated expenses</p>		
<p>Total</p>		<p>5,000,000 leke</p>
<p>Implementation period 2005–2008</p>		<p>Impact period After 2008</p>

<i>No. 27</i>	Project G3:O1:PG1:p3: Development of a plan for car parking in the city	Type of programme G3:O1:PG1: Development of the foundations of a regulatory urban plan to precede the developing needs of the city
Brief description of project This project aims to regulate the chaotic situation of vehicle parking in the city, providing more parking spaces and improving traffic flow. Building new parking spaces in appropriate areas is a condition for controlled and planned urban development of the city, improving public services and access to businesses and residences. Specifically, the project is aimed at providing a total of 2,000m ² of parking space in the Besëlidhja district, in a new residential area on Strauss Road.		
Expected results Improved public service Increased space for vehicle parking Reduced traffic congestion Increased revenues for municipality Improved safety for pedestrians Improved ease of access for community		Targeted groups Whole community Municipality
Possible actors Municipality Possible donors		Possible contributors to the project Municipality Possible donors
Pre-conditions Presence of free space for parking lots Appreciation of project as a priority		Risk factors Delays in assigning municipality responsibility for managing public property Lack of financing
Estimated expenses		
Asphalt		25,000,000 leke
Fencing		1,000,000 leke
Gates		300,000 leke
Lighting		100,000 leke
Total		26,400,000 leke
Implementation period 2006–2010		Impact period 2010, after completion of project



No. 28	Project G3:O2:PG1:p1: Reconstruction of the pavements in the city's main streets	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
Brief description of project Apart from the pavements along two main roads, all others are completely run-down, and in some cases non-existent. This project aims at constructing pavements along another four main roads in the city. Such an investment will prevent accidents, saving the lives of children and the elderly in particular and improving the infrastructure for all.		
Expected results Improved infrastructure Accidents prevented		Targeted groups Whole community
Possible actors Various donors Municipality Association of Businesses		Possible contributors to the project Various donors Municipality Association of Businesses
Pre-conditions Some pavement foundations exist Interest of businesses		Risk factors Lack of financing
Estimated expenses		
Pavement, Fran Bardhi Road		1,326,000 leke
Pavement, Gjergj Kastrioti Road		1,530,000 leke
Pavement, Gjergj Fishta Road		3,060,000 leke
Pavement, Luigj Gurakuqi Road		3,060,000 leke
Total		8,976,000 leke
Implementation period 2005–2006		Impact period 2006, on completion of work

No. 29	<p>Project G3:O2:PG1:p2: Construction of pavements from the town centre to Ceni Bridge, along Strauss Road, from the main crossroads to the Officers' Quarters and in the Skanderbeg neighbourhood</p>	<p>Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha</p>										
<p>Brief description of project In continuation with project No. 28, the present project aims at the construction of several pavements in Lezha, including along the main road from the administrative centre to Ceni Bridge. As with the previous project, this investment will help prevent accidents and save lives, especially those of children and the elderly. Naturally, it will improve access for the citizens to the city, helping generate income for businesses and generating revenues for the municipality. It will also improve the quality of life for all residents and visitors to the city.</p>												
<p>Expected results Improved infrastructure Accidents prevented</p>		<p>Targeted groups Whole community</p>										
<p>Possible actors Various donors Municipality Association of Businesses</p>		<p>Possible contributors to the project Various donors Municipality Association of Businesses</p>										
<p>Pre-conditions Some pavement foundations exist Interest of businesses</p>		<p>Risk factors Lack of financing</p>										
<p>Estimated expenses</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Pavement, town centre to Ceni Bridge</td> <td style="text-align: right;">9,500,000 leke</td> </tr> <tr> <td>Pavement, Strauss Road</td> <td style="text-align: right;">11,200,000 leke</td> </tr> <tr> <td>Pavement, to Officers' Quarters</td> <td style="text-align: right;">5,200,000 leke</td> </tr> <tr> <td>Pavement, Skanderbeg district</td> <td style="text-align: right;">5,000,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">30,900,000 leke</td> </tr> </table>		Pavement, town centre to Ceni Bridge	9,500,000 leke	Pavement, Strauss Road	11,200,000 leke	Pavement, to Officers' Quarters	5,200,000 leke	Pavement, Skanderbeg district	5,000,000 leke	Total	30,900,000 leke	
Pavement, town centre to Ceni Bridge	9,500,000 leke											
Pavement, Strauss Road	11,200,000 leke											
Pavement, to Officers' Quarters	5,200,000 leke											
Pavement, Skanderbeg district	5,000,000 leke											
Total	30,900,000 leke											
<p>Implementation period 2007–2008</p>		<p>Impact period After 2008</p>										



No. 30	Project G3:O2:PG1:p3: Rehabilitation of public lighting along the hospital road	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
Brief description of project The road that leads to Lezha District Hospital is very narrow, with many dangerous turns, restricting the flow of traffic and slowing down ambulance emergency cases. Building a new road to the hospital has long been debated as it is an important facility not only for the city but also for the whole prefecture. Due to lack of financing, this proposed project has so far remained only on paper.		
Expected results Improved infrastructure Emergency access facilitated		Targeted groups Whole community of region
Possible actors Central government Various donors Municipality Association of Businesses		Possible contributors to the project Central government Possible donors Municipality Association of Businesses
Pre-conditions Road foundations exist Interest of local and central governments		Risk factors Lack of financing
Estimated expenses Total		45,900,000 leke
Implementation period Year 2005–2006		Impact period After 2006, on completion of project

<i>No. 31</i>	Project G3:O2:PG1:p4: Construction of a city ring road	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
Brief description of project The project aims at the construction of a ring road as a solution to the high levels of air and noise pollution and traffic congestion in the city. Construction of a ring road through a project that fits with the Regulatory Urban Plan will resolve many problems and improve traffic flow, movement and transportation of goods and people and improve the quality of environment and level of safety for citizens and visitors alike.		
Expected results Reduced city traffic Improved traffic flow Increased safety Improved quality of life Reduced pollution		Targeted groups Whole community Businesses Local government
Possible actors Central government Ministry of Transport and Telecommunications Municipality Council for Territorial Regulation Possible donors		Possible contributors to the project Central government Ministry of Transport and Telecommunications Municipality Council for Territorial Regulation Possible donors
Pre-conditions Development of Regulatory Plan Need for reduction in amount of city traffic Need for reduced emissions in city		Risk factors Lack of financing Problems with landowners
Estimated expenses Total		40,000,000 leke
Implementation period Until 2009		Impact period 2010, on completion of project



No. 32	Project G3:O2:PG1:p5: Construction of a road from Ceni Bridge to the Railway Bridge	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
<p>Brief description of project</p> <p>The purpose of the project is the reconstruction of one of Lezha's main roads. The road is 1.5 km long and 8 m wide, starts at Ceni Bridge and continues the national north-south highway. The road is in very bad condition as result of very high traffic flow and lack of maintenance. There are also no pavements or lighting making it very dangerous for pedestrians and passengers alike.</p> <p>The road also connects the city with tourist areas.</p>		
<p>Expected results</p> <ul style="list-style-type: none"> Improved infrastructure Improved transportation Jobs created Businesses served Tourism facilitated Improved quality of life 		<p>Targeted groups</p> <ul style="list-style-type: none"> Whole community Businesses Tourists
<p>Possible actors</p> <ul style="list-style-type: none"> Various donors Municipality Association of Businesses 		<p>Possible contributors to the project</p> <ul style="list-style-type: none"> Various donors Municipality Association of Businesses
<p>Pre-conditions</p> <ul style="list-style-type: none"> Road exists New bridge near completion Interest of businesses 		<p>Risk factors</p> <ul style="list-style-type: none"> Lack of financing
<p>Estimated expenses</p> <p>Total 54,000,000 leke</p>		
<p>Implementation period</p> <p>Year 2005</p>		<p>Impact period</p> <p>2006, immediately after project implemented</p>

<i>No. 33</i>	Project G3:O2:PG1:p6: Reconstruction of the Old Bridge and the Main Bridge	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
Brief description of project The Old Bridge of Lezha is located in the same district as the Skanderbeg Memorial, and connects the Tirana to Shkodra highway with an important historical area of the country. It also connects Lezha city centre with the Marlekaj and Cara districts. This bridge is of great historical, social and economic importance. In addition, the city's Main Bridge also needs partial reconstruction. This bridge supports an important route for traffic in and out of the city. Reconstruction of these two bridges is of great economic importance for the city.		
Expected results Improved infrastructure Accidents prevented Economy enhanced Improved quality of life		Targeted groups Whole community Businesses
Possible actors Central government Various donors Municipality Association of Businesses		Possible contributors to the project Central government Various donors Municipality Association of Businesses
Pre-conditions Interest of local and central governments Interest of businesses		Risk factors Lack of financing
Estimated expenses		
Old Bridge	10,200,000 leke	
Main Bridge	4,000,000 leke	
Total	14,200,000 leke	
Implementation period 2006–2007		Impact period 2008, immediately after completion of project



No. 34	Project G3:O2:PG1:p7: Finalising of the construction of Ceni Bridge	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
Brief description of project This project aims to complete the reconstruction of Ceni Bridge. This bridge is an important facility for Lezha, connecting the market with the city suburbs and the city to the tourism area of Vain. Reconstruction of the bridge began in 2004, but needs to be finished. Completion of the reconstruction will greatly facilitate traffic flow in and around the city.		
Expected results Improved infrastructure Accidents prevented Economy enhanced Improved quality of life		Targeted groups Whole community Businesses
Possible actors Central government Various donors Municipality Association of Businesses		Possible contributors to the project Central government Various donors Municipality Association of Businesses
Pre-conditions Interest of local and central governments Interest of businesses		Risk factors Lack of financing
Estimated expenses Total		3,000,000 leke
Implementation period 2005–2006		Impact period 2006, immediately after completion of project

No. 35	Project G3:O2:PG1:p8: Reconstruction of the road from Lezha to Vain	Type of programme G3:O2:PG1: Upgrading of the existing road system in Lezha
<p>Brief description of project</p> <p>The Lezha to Vain road is in very poor condition and in some segments is nearly impassable. The road is 3 km long and is very important for the economy of the city as it connects Lezha with one of its major tourist destinations.</p> <p>Given the importance of developing tourism locally the reconstruction of this road is a priority for the city. It is planned that part of the road will be reconstructed and the rest constructed from new.</p>		
<p>Expected results</p> <p>Improved infrastructure Increased number of tourists Improved quality of life Enhanced business</p>		<p>Targeted groups</p> <p>Whole community Tourists Businesses</p>
<p>Possible actors</p> <p>Central government Various donors Region Municipality Association of Businesses</p>		<p>Possible contributors to the project</p> <p>Central government Various donors Region Association of Businesses</p>
<p>Pre-conditions</p> <p>Part of road foundation exists Interest of local and central governments</p>		<p>Risk factors</p> <p>Lack of financing</p>
<p>Estimated expenses</p> <p>Total 57,120,000 leke</p>		
<p>Implementation period</p> <p>Year 2008–2009</p>		<p>Impact period</p> <p>2010, immediately after completion of project</p>



No. 36	Project G4:O1:PG1:p1: Construction of a sewage treatment plant	Type of programme G4:O1:PG1: Improvement in the standards of sewage discharge
<p>Brief description of project</p> <p>This project is aimed at the installation of a sewage treatment plant, while at the same time the present sewage network will be rehabilitated. There are three main reasons for this project to go ahead: increased population size of the city has overloaded the present system; the system has deteriorated badly; there has been very little maintenance of the system.</p> <p>Up until now, the sewage from the city has been discharged unprocessed directly into the River Drin and there has been no action taken to prevent the environmental consequences. In some areas of the city, drinking water is contaminated by the damaged sewage system, increasing the incidence of outbreaks of gastrointestinal illnesses. For these reasons, investment in the sewerage system is an immediate priority.</p> <p>The project will be implemented in harmony with the programmes of the World Bank and European Bank within the framework of the Regulatory Urban Plan of Lezha.</p>		
<p>Expected results</p> <p>Improved infrastructure Reduced pollution Improved environment</p>		<p>Targeted groups</p> <p>Whole community</p>
<p>Possible actors</p> <p>Central government Various donors Municipality Association of Businesses</p>		<p>Possible contributors to the project</p> <p>Central government Various donors Municipality Association of Businesses</p>
<p>Pre-conditions</p> <p>Previous investments Interest of local and central governments</p>		<p>Risk factors</p> <p>Lack of financing</p>
<p>Estimated expenses</p> <p>Total</p>		<p>186,640,000 leke</p>
<p>Implementation period</p> <p>Until 2008</p>		<p>Impact period</p> <p>2009, immediately after completion of project</p>

No. 37	Project G4:O1:PG2:p1: Construction of a landfill for urban waste	Type of programme G4:O1:PG2: Environmentally friendly management of solid urban waste
Brief description of project Treatment of urban waste is of pressing concern for the city of Lezha. Up until now, no treatment has been practised even though the municipality has developed a detailed project for the construction of a treatment plant. This year, the municipality plans to implement a scheme for differential collection of urban waste in order to facilitate recycling. Efforts to implement the project began in 2003 but have been put on hold because of a problem with separating waste from the underground water. The project will be financed with funds from the Italian Government (Ministry of Environment), which has provided experts via the Italian Consulate and Embassy.		
Expected results Clean, modern city Improved quality of life Improved environment		Targeted groups Whole community of region
Possible actors Central government Various donors Municipality Association of Businesses		Possible contributors to the project Central government Various donors Municipality Association of Businesses
Pre-conditions Detailed project available Availability of site for landfill		Risk factors Lack of financing
Estimated expenses Total		111,367,000 leke
Implementation period Until 2008		Impact period 2009, immediately after completion of project



No. 38	Project G4:O1:PG2:p2: Establishment of a system for the collection, treatment and disposal of hospital waste	Type of programme G4:O1:PG2: Environmentally friendly management of solid urban waste										
<p>Brief description of project</p> <p>This project aims to plan and resolve the problem with administration of hospital waste. Currently there is no special treatment of contaminated waste or biological remains from the hospitals in Lezha (Regional Hospital and Maternity Home). Waste from the Department of Infectious Diseases is of particular concern.</p> <p>Implementation of this project will improve public health and protect citizens from outbreaks of disease. Reorganization of the present system is essential and will be undertaken in conjunction with the planned urban development of the city.</p>												
<p>Expected results</p> <p>Elimination of high risk waste Improved protection for citizens Improved level of public health</p>		<p>Targeted groups</p> <p>Whole community Hospital</p>										
<p>Possible actors</p> <p>Directorate of Public Health Hospital Ministry of Health Municipality</p>		<p>Possible contributors to the project</p> <p>Directorate of Public Health Hospital Ministry of Health Municipality Donors</p>										
<p>Pre-conditions</p> <p>Reconstruction of hospital Favourable locations of hospitals Raised awareness of health employees</p>		<p>Risk factors</p> <p>Lack of financial support</p>										
<p>Estimated expenses</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Awareness campaign</td> <td style="text-align: right;">50,000 leke</td> </tr> <tr> <td>Development of tasks</td> <td style="text-align: right;">50,000 leke</td> </tr> <tr> <td>Holding of tender</td> <td style="text-align: right;">100,000 leke</td> </tr> <tr> <td>Implementation</td> <td style="text-align: right;">300,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">500,000 leke</td> </tr> </table>			Awareness campaign	50,000 leke	Development of tasks	50,000 leke	Holding of tender	100,000 leke	Implementation	300,000 leke	Total	500,000 leke
Awareness campaign	50,000 leke											
Development of tasks	50,000 leke											
Holding of tender	100,000 leke											
Implementation	300,000 leke											
Total	500,000 leke											
<p>Implementation period</p> <p>Year 2005</p>		<p>Impact period</p> <p>2006</p>										

No. 39	Project G4:O1:PG3:p1: Development of green areas in the Gurra, Skanderbeg and Besëlidhja neighbourhoods	Type of programme G4:O1:PG3: Expansion in the number and size of green areas in the city
<p>Brief description of project</p> <p>The Skanderbeg District lies in the oldest part of the city and is located near to the archaeological area and administrative centre. It covers an area of 11,000 m². The Gurra District is located in the south-east of the city and is about 36,000 m² in size, 12,000 m² of which need urgent intervention to the present infrastructure. The Besëlidhja district includes the main hotel in the city as well as a major residential area.</p> <p>These areas have seen no public investments for more than ten years in provision of parks and overall greening. These three areas are home to about 6,000 people, who have been living in poor conditions. The regulation and building of green parks in these areas is a constant demand of the communities.</p>		
<p>Expected results</p> <p>Improved public service Improved infrastructure Improved quality of life Improved environment</p>		<p>Targeted groups</p> <p>Community Local businesses Tourism businesses</p>
<p>Possible actors</p> <p>Municipality NGOs (Swiss Caritas, etc.) Community</p>		<p>Possible contributors to the project</p> <p>Municipality Donors</p>
<p>Pre-conditions</p> <p>Existence of adequate space Demands of community</p>		<p>Risk factors</p> <p>Non-approval of funding Lack of coordination among actors</p>
<p>Estimated expenses</p> <p>Total</p>		<p>4,300,000 leke</p>
<p>Implementation period</p> <p>2005–2007</p>		<p>Impact period</p> <p>After each phase of project implementation</p>



No. 40	Project G4:O1:PG3:p2: Completion of the greening of the city's main streets and squares	Type of programme G4:O1:PG3: Expansion in the number and size of green areas in the city
<p>Brief description of project</p> <p>Implementation of this project will help resolve several environmental issues in Lezha, and improve the greenness of the main boulevard and some other roads that radiate out from the city centre.</p> <p>This project is of some urgency given that most of the decorative trees are in poor condition, while several new pavements are being constructed around the city.</p>		
<p>Expected results</p> <p>Provision of healthier, clean environment</p>		<p>Targeted groups</p> <p>Whole community Local businesses</p>
<p>Possible actors</p> <p>Municipality Chamber of Commerce and Industry</p>		<p>Possible contributors to the project</p> <p>Municipality Various donors</p>
<p>Pre-conditions</p> <p>Existence of roads and pavements Existence of respective projects</p>		<p>Risk factors</p> <p>Lack of complete financing</p>
<p>Estimated expenses</p> <p>Total</p>		32,000,000 leke
<p>Implementation period</p> <p>Until July 2006</p>		<p>Impact period</p> <p>2007, after implementation of project</p>

No. 41	Project G4:O1:PG3:p3: Creation of small green areas around apartment buildings, business facilities and public institutions	Type of programme G4:O1:PG3: Expansion in the number and size of green areas in the city
<p>Brief description of project</p> <p>This project aims to extend where possible the number and size of green areas in the city. The project will be implemented in collaboration with residents, businesses and various institutions, adapting it to each local situation. The steps that will be taken are as follows:</p> <ul style="list-style-type: none"> Preparation and approval of project identifying the favourable factors for improved greening; Creation and promotion of commissions for each locality; Raising of awareness of need for project; Involvement of businesses to improve their surrounds; Involvement of institutions to improve their surrounds. <p>The municipality will identify suitable areas and seek approval of the project by the Council for Territorial Regulation. The project will be presented to the communities and institutions prior to implementation and the municipality will provide appropriate expertise, equipment and machinery where necessary.</p>		
<p>Expected results</p> <ul style="list-style-type: none"> Increased total size of green areas in city Improved appearance of city Increased participation of communities in city management Climate of collaboration established among citizens and with local government 		<p>Targeted groups</p> <ul style="list-style-type: none"> Community Businesses
<p>Possible actors</p> <ul style="list-style-type: none"> Municipality Citizen commissions Businesses Institutions 		<p>Possible contributors to the project</p> <ul style="list-style-type: none"> Municipality Citizens Businesses Possible donors
<p>Pre-conditions</p> <ul style="list-style-type: none"> Presence of local plant nurseries Tradition in civic culture of creation and preservation of green areas Business community aware of need for pleasant local environment 		<p>Risk factors</p> <ul style="list-style-type: none"> Project poorly organised Inadequate awareness raised, especially among youth, of need for green areas Lack of financing
<p>Estimated expenses</p> <p>Total</p>		<p>40,100,000 leke</p>
<p>Implementation period</p> <p>2005–2006</p>	<p>Impact period</p> <p>2006 and ongoing</p>	



No. 42	Project G4:O1:PG4:p1: Establishment of a Youth Centre in the city	Type of programme G4:O1:PG4: Improvement in the city's recreational facilities
<p>Brief description of project</p> <p>Implementation of this project will create the opportunity for the city's youth to improve their experiences, education and social and interaction skills, steering them away from negative phenomena. The project will enable them to spend their free time engaged in meaningful, healthy and enjoyable activities.</p> <p>It is planned for this project to be completed through three phases:</p> <ul style="list-style-type: none"> Selection of site and preparation of park for centre construction, implemented in collaboration with the communes of Milan and Interso, Rome; Construction of the centre itself; Equipping of the centre with appropriate facilities, lecture hall, games and internet rooms, etc. 		
<p>Expected results</p> <p>Improved social and educational level of city youth</p>		<p>Targeted groups</p> <p>City youth Community</p>
<p>Possible actors</p> <p>Municipality Possible donors</p>		<p>Possible contributors to the project</p> <p>Municipality Possible donors Various NGOs</p>
<p>Pre-conditions</p> <p>Existence of space or facility for this purpose</p>		<p>Risk factors</p> <p>Inadequate financing</p>
<p>Estimated expenses</p> <p>Total</p>		6,000,000 leke
<p>Implementation period</p> <p>2005–2008</p>		<p>Impact period</p> <p>2008, after each stage of the project</p>

<i>No. 43</i>	Project G4:O1:PG4:p2: Reconstruction of the Cultural Centre for Children	Type of programme G4:O1:PG4: Improvement in the city's recreational facilities
<p>Brief description of project</p> <p>Lezha's Children's Culture Centre has been allowed to run down with no investment made in its maintenance or refurbishment. The doors and windows are damaged, while the activity rooms are not functional, electricity installation is damaged and there is no PA system, while the limited amount of equipment that remains is very old.</p> <p>It is now imperative that the centre is rehabilitated for the benefit not only of the children of the community but also for extra curricula activities for the community as a whole.</p>		
<p>Expected results</p> <p>Appropriate conditions established for improved cultural and intellectual development Lezha's children Broadening of activities for local children</p>		<p>Targeted groups</p> <p>Children of city All communities</p>
<p>Possible actors</p> <p>Various donors Municipality Association of Businesses</p>		<p>Possible contributors to the project</p> <p>Various donors Municipality Association of businesses</p>
<p>Pre-conditions</p> <p>Existence of building in good location Support of local government</p>		<p>Risk factors</p> <p>Lack of financial resources</p>
<p>Estimated expenses</p> <p>Total</p>		<p>12,000,000 leke</p>
<p>Implementation period</p> <p>2008–2010</p>		<p>Impact period</p> <p>2010, immediately after completion of work</p>



No. 44	Project G4:O1:PG4:p3: Rehabilitation and re-equipping of the Palace of Culture	Type of programme G4:O1:PG4: Improvement in the city's recreational facilities
<p>Brief description of project</p> <p>Lezha's Cultural Centre is located in the main square, in the centre of the city. It is the centre of the cultural life of the city. Reconstruction is planned for the roof, main hall, lecture rooms and offices, rehabilitation for the electrical system, PA and lighting systems.</p> <p>Rehabilitation of the Cultural Centre will enable variety shows, orchestral and pop concerts and meetings to be held in an appropriate environment.</p>		
<p>Expected results</p> <p>Cultural, artistic and scientific life of city stimulated Programme installed for maintenance of centre</p>		<p>Targeted groups</p> <p>Whole community Businesses</p>
<p>Possible actors</p> <p>Central government Various donors Municipality Association of Businesses Culture institutions and NGOs</p>		<p>Possible contributors to the project</p> <p>Central government Various donors Municipality Association of Businesses Culture institutions and NGOs</p>
<p>Pre-conditions</p> <p>Strong support of local and central governments</p>		<p>Risk factors</p> <p>Lack of financing</p>
<p>Estimated expenses</p> <p>Total 18,500,000 leke</p>		
<p>Implementation period</p> <p>2005–2007</p>		<p>Impact period</p> <p>2008, immediately after project completion</p>

No. 45	Project G4:O1:PG4:p4: Construction of a Hand Sports Centre	Type of programme G4:O1:PG4: Improvement in the city's recreational facilities
<p>Brief description of project</p> <p>The citizens of Lezha have for many years requested that a sports centre be built in the city where basketball and volleyball, as well as other sports, can be played. The community itself loves sports activities and has much potential given the excellent results obtained by its athletes over the years.</p> <p>It is planned that the centre will occupy a space with an area of 936m², on the grounds of the Besëlidhja football grounds.</p> <p>Such a facility will be of great benefit for the youth of the city and region. The sports centre will be available for local teams and for them to play matches against visiting teams from both inside and outside Albania.</p>		
<p>Expected results</p> <p>Quality facility for matches played between teams from Lezha</p> <p>Quality facility for team training</p> <p>Quality facility for matches against teams from other cities and countries</p> <p>Improved quality of sports</p> <p>Improved health of citizens</p>		<p>Targeted groups</p> <p>Whole community</p>
<p>Possible actors</p> <p>Central government</p> <p>Various donors</p> <p>Municipality</p> <p>Association of Businesses</p>		<p>Possible contributors to the project</p> <p>Central government</p> <p>Various donors</p> <p>Municipality</p> <p>Association of Businesses</p>
<p>Pre-conditions</p> <p>Municipal approval of construction of centre</p>		<p>Risk factors</p> <p>Lack of financing</p>
<p>Estimated expenses</p> <p>Total</p>		<p>25,500,000 leke</p>
<p>Implementation period</p> <p>Until 2009</p>		<p>Impact period</p> <p>From 2009</p>



No. 46	Project G4:O1:PG5:p1: Rehabilitation of facilities in the schools of the city	Type of programme G4:O1:PG5: Improvement in the standard of Lezha's school facilities
<p>Brief description of project</p> <p>This project aims to improve the facilities and surrounding environment in the schools of the city of Lezha. Currently, the schools are without fences, paved roads, playing fields, gardens or rest and recreation areas. All other facilities in the schools are below acceptable standards.</p> <p>Reconstruction would improve this situation and improve the environment in Lezha's schools, bringing them up to contemporary standards.</p>		
<p>Expected results</p> <p>Contemporary environment in city's schools Improved quality of life</p>		<p>Targeted groups</p> <p>Teachers Pupils Whole community</p>
<p>Possible actors</p> <p>Municipality Possible donors Community Teachers Pupils</p>		<p>Possible contributors to the project</p> <p>Municipality Donors Community</p>
<p>Pre-conditions</p> <p>Existence of foundations for improvement of facilities Awareness of need for improved conditions in city's schools</p>		<p>Risk factors</p> <p>Lack of financing</p>
<p>Estimated expenses</p> <p>Total</p>		15,000,000 leke
<p>Implementation period</p> <p>Year 2005–2006</p>		<p>Impact period</p> <p>After 2006</p>

<i>No. 47</i>	Project G4:O1:PG6:p1: Rehabilitation of the infrastructure in the Kodër Marlekaj neighbourhood and of 112 ha of the Besëlidhja neighbourhood	Type of programme G4:O1:PG6: Optimisation of the existing public infrastructure						
<p>Brief description of project</p> <p>Two of the newly created quarters of the city, Kodër Marlekaj and about eleven hectares of the Besëlidhja district have very little installed infrastructure. As with much of the country, constructions here have not been regulated. The development of a regulatory plan will end the chaotic construction activities, and installation of infrastructure here will help achieve the goals of the urban plan of the city.</p> <p>Construction of roads, lighting, drainage and water and sewage networks and installation of a fixed line telephone network are absolute necessities. The aim of the project is to:</p> <ul style="list-style-type: none"> Complete an urban study and regulatory plan for the two areas; Develop projects for installation of the required infrastructure; Implement the approved projects. 								
<p>Expected results</p> <p>Legal and regulated constructions Completed infrastructure Improved living standards</p>		<p>Targeted groups</p> <p>Local communities Local businesses Local government</p>						
<p>Possible actors</p> <p>Central government Local government Communities Donors</p>		<p>Possible contributors to the project</p> <p>Central government Local government Community Donors</p>						
<p>Pre-conditions</p> <p>Urban Plan Study already underway Urgent need of community Favourable legislation</p>		<p>Risk factors</p> <p>Non-activation of funds</p>						
<p>Estimated expenses</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Implementation</td> <td style="text-align: right;">4,000,000 leke</td> </tr> <tr> <td>Investments</td> <td style="text-align: right;">200,000,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">204,000,000 leke</td> </tr> </table>			Implementation	4,000,000 leke	Investments	200,000,000 leke	Total	204,000,000 leke
Implementation	4,000,000 leke							
Investments	200,000,000 leke							
Total	204,000,000 leke							
<p>Implementation period</p> <p>2006–2009</p>		<p>Impact period</p> <p>After 2009</p>						



No. 48	<p>Project G4:O2:PG1:p1: Construction of three healthcare centres in the neighbourhoods of the former Tractor Service Centre, Kodër Marlekaj and Skanderbeg</p>	<p>Type of programme G4:O2:PG1: Development of a series of initiatives to further protect public health</p>								
<p>Brief description of project There are no healthcare centres in the districts of the former Tractor Service Centre (TSC), Kodër Marlekaj and Skanderbeg, despite their relatively large population sizes. Moreover, these three quarters lie on the periphery of the city of Lezha, far from the main hospital. It is a matter of urgency that healthcare centres are built for these communities.</p>										
<p>Expected results Improved healthcare service Reduced mortality Improved health</p>		<p>Targeted groups Local communities</p>								
<p>Possible actors Central government Various donors Municipality Association of Businesses</p>		<p>Possible contributors to the project Central government Various donors Municipality Association of Businesses</p>								
<p>Pre-conditions Interest of central and local governments Existence of appropriate building sites</p>		<p>Risk factors Lack of financial resources</p>								
<p>Estimated expenses</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Healthcare centre, TSC</td> <td style="text-align: right;">8,500,000 leke</td> </tr> <tr> <td>Healthcare centre, Kodër Marlekaj</td> <td style="text-align: right;">8,500,000 leke</td> </tr> <tr> <td>Healthcare centre, Skanderbeg</td> <td style="text-align: right;">8,500,000 leke</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">25,500,000 leke</td> </tr> </table>			Healthcare centre, TSC	8,500,000 leke	Healthcare centre, Kodër Marlekaj	8,500,000 leke	Healthcare centre, Skanderbeg	8,500,000 leke	Total	25,500,000 leke
Healthcare centre, TSC	8,500,000 leke									
Healthcare centre, Kodër Marlekaj	8,500,000 leke									
Healthcare centre, Skanderbeg	8,500,000 leke									
Total	25,500,000 leke									
<p>Implementation period Year 2005–2006</p>		<p>Impact period 2007, immediately after completion of project</p>								

No. 49	Project G4:O2:PG1:p2: Development of a model of citizens' involvement in keeping clean public places	Type of programme G4:O2:PG1: Development of a series of initiatives to further protect public health
Brief description of project This project aims to raise awareness among Lezha's citizens of the need to maintain and protect their urban environment. Citizens' health has deteriorated with the increase in pollution in the city, particularly from vehicle emissions and by particulate matter thrown up into the air. It is planned to promote environmental awareness and educate the public and to involve them in helping maintain a healthy environment in the city.		
Expected results Improved environment Improved hygiene and sanitary conditions Improved health of citizens		Targeted groups Whole community Tourism businesses
Possible actors Regional Directorate of Environment Municipality City cleaning enterprise Various NGOs Donors		Possible contributors to the project Regional Directorate of Environment Municipality City cleaning enterprise Various NGOs Donors
Pre-conditions Urgent need Low project costs Presence of environmental NGOs		Risk factors Lack of coordination among actors Lack of monitoring of project
Estimated expenses		
Total		150,000 leke
Implementation period 2005–2006		Impact period 2006 and beyond



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

Introduction

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

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

This survey was carried out in close collaboration with the Head of the Tax Office, Mr Arjan Barbullushi, and the Head of the Mayor’s Cabinet Office, Mr Pjeter Kola, who made a special contribution in organizing the survey.

Statistical description of the sample of businesses interviewed

- Fifty businesses operating in Lezha were interviewed, representing about 7 per cent of the businesses registered with the Municipality (714 businesses according to the list provided by the municipality).
- Opinions were gathered from the following business representatives: owner in 41 businesses, general manager in two businesses and senior manager in seven businesses.
- Six of the 50 businesses had one owner and the rest, 44, had more than one owner.
- Three of the businesses were manufacturing businesses, 23 were involved in trade, 21 in service provision and three were construction businesses.
- The length of time that the businesses had been active ranged from one to twelve years, with most being active from six to ten years.
- Forty of the businesses reported that they had fewer than five employees, seven had six to ten employees and three had eleven to 50 employees.

Main findings

Opinions about the business climate in Lezha

- 58% of the businesses reported that it was difficult for them to find qualified workers, while 34% reported the opposite. (Question 9.)
- 16% reported that they were short of staff with sales & marketing skills and 22% reported a deficiency of technically skilled workers. (Question 10.)
- 60% reported that the main source of competition was local businesses, while 25% of them reported imports as the main competitor. (Question 11.)
- There are a number of business associations in the city (Question 12). 33% of businesses reported that these associations were doing a good job. (Question 22.)
- 60% of businesses reported that they needed fewer than 10 days to renew their licences. (Question 16.)
- The three main factors regarded as hindering business expansion were informal competition (36%), poor electricity supply (34%) and high taxes (22%). (Question 15.)
- More than 70% of businesses reported that they had been inspected fewer than three times by the tax authority. 4% reported that they had paid fines and 0% that they had paid bribes to the tax authority. (Question 20.)
- 54% of businesses reported that private professional services were acceptable. (Question 22.)
- 52% of businesses reported that the business environment has improved in the last three years. (Question 33.)
- 22% of businesses reported that the Tax Department had hindered the expansion of their business and 16% declared this for the Services Department. (Question 25.)
- The three biggest problems that businesses had with regard to relationship with local government were: spontaneous changes to the laws and regulations, corruption and illegal practices, and costs were too high and unpredictable. (Question 17.)

Expectations of businesses

- 48% of businesses reported that they plan to invest within the municipality. 32% reported that they do not plan to invest in the future. (Question 8.)



- The three most mentioned expectations were: reduced taxes (44%), reduced informal market (30%) and improved electricity supply (26%). (Question 18.)
- More than 90% of businesses expected to spend fewer than ten days renewing their licences for the following year.

Awareness among businesses of municipality functions

- 44% of businesses reported that did not know about the role of the LED or RED offices. (Question 22.)
- 76% of businesses reported that they were not aware of the professional associations or of the role that these associations play. (Question 22.)
- 22% of businesses gave a low mark to the private professional services that are available in the municipality. (Question 22.)
- 46% of businesses did not know a department in the municipality that deals with Local Economic Development. (Question 26.) 24% did not respond to the question.

SWOT (in the questionnaire)

Strengths

- Geographic position: near to the sea; abundance of rich agricultural soil
- Beautiful nature and places of tourism interest
- Being at a major national crossroads and near to a national highway

Weaknesses

- Poor infrastructure
- Shortage of electricity
- Poor tax policy
- Poorly qualified work-force

Opportunities

- Businesses are aware of role and functions of municipality
- Most business expectations did not involve huge costs; mostly improvement of procedures

- Readiness of business community to be involved in development projects
- Maintaining the steady improvement in the business climate

Threats

- Informal economy: one of the most important factors reducing the number of registered businesses
- A considerable number of businesses are thinking of not expanding their activity
- Corruption is mentioned many times in the questionnaire replies as a huge constraint

