

STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

2005 - 2015



MUNICIPALITY OF SHKODRA



Municipality of Shkodra

Strategic Plan for Economic Development

2005 – 2015

This strategic plan has been written by large stakeholder groups from the Municipality of Shkodra 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.



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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

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 centralised to a free market version, and the opening up of its markets and resources to those elsewhere in the world, especially those in Europe, has introduced a new challenge for its communities, particularly its businesses and local governments, namely the challenge of building a local economy and business structure capable of adapting to world markets and to competition.

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

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

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

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

III. Importance of SPLED for our community

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

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

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

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

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

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

IV. Strategic Plan

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

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

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

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

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

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

The Strategic Plan was approved by Municipal Council through Act No. 60 dated 7th July 2005.

Philosophy behind Strategic Plan

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

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

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

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

V. Development of Strategic Plan

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

Guiding principles

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

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

Methodology

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

The strategic planning process was accompanied by capacity building and facilitation activities. For capacity building purposes, DELTA organised 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 the 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.

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.

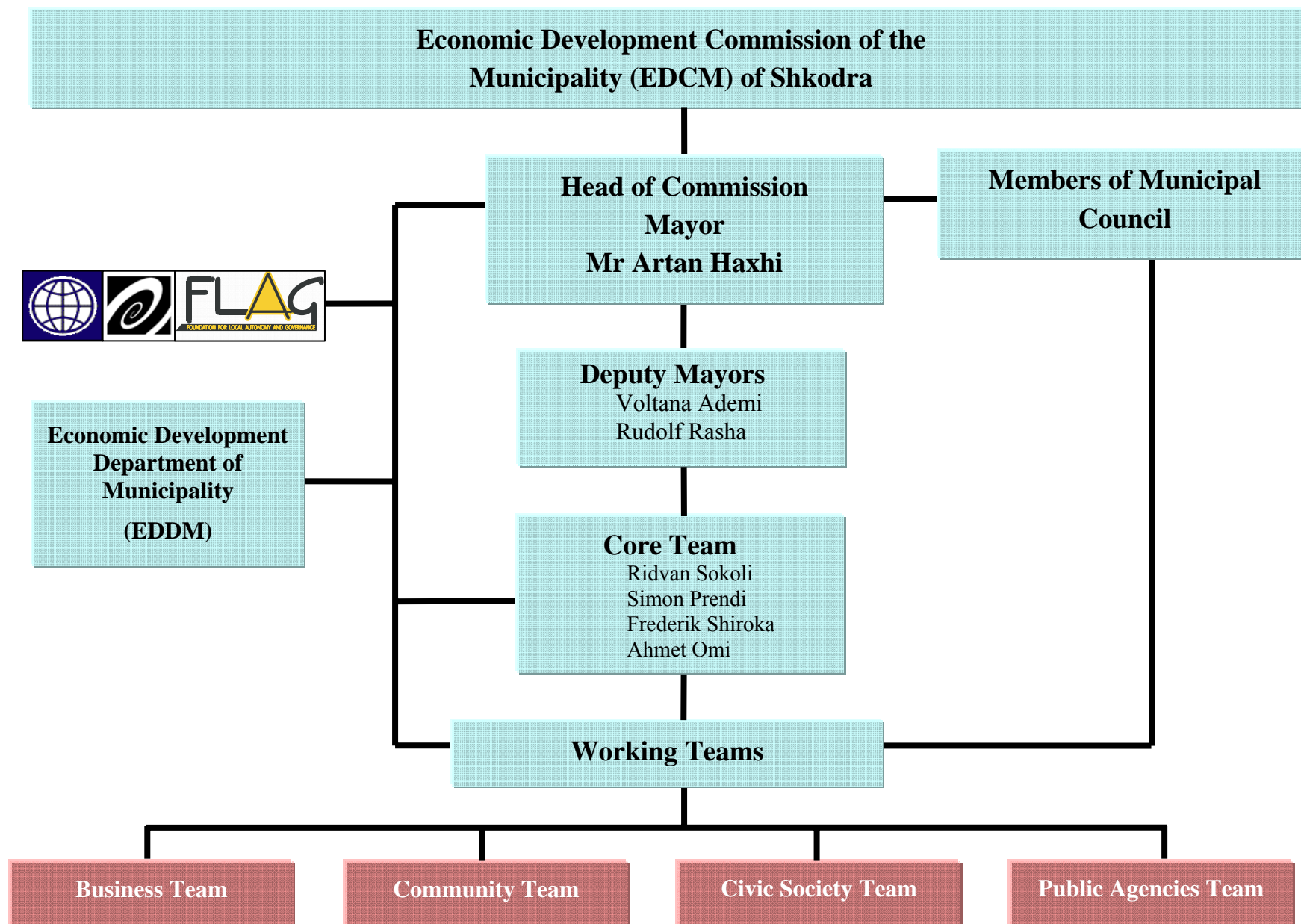
The four people on the Core Team each headed a team established to obtain direct input of the community in the LED planning process, as follows:

- Civic Society Team, led by Ridvan Sokoli
- Business Team, led by Simon Prendi
- Public Agencies Team, led by Ahmet Omi
- Community Team, led by Frederik Shiroka

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, 143 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.

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.

List of participants:

Public Agencies Team

Ferid Hoti, Parliamentarian	Fiqiret Bushati, Directorate of Primary Health Service
Astrit Bushati, Parliamentarian	Osman Dashi, Regional Directorate of Stradal, Public Transportation
Mahir Hoti, Rector of Shkodra University	Violeta Staka, Directorate of Public Insurance
Tonin Gjuraj, Municipal Council	Bujar Golemi, KESH
Myzafer Kraja, Directorate of Food and Agriculture	Viktor Jubani, Regional Environment Agency
Astrit Beci, Directorate of Public Healthcare	Eqerem Dushi, Directorate of Food and Agriculture in Shkodra
Maxhid Cungu, Marubi Museum and Photograph Exhibition	Munire Mandia, Directorate of Food and Agriculture in Shkodra
Elnar Dervishi, Municipality	Engjëll Çeka, Shkodra Branch of Customs
Teuta Haxhi, Municipality	Sokol Haliti, Regional Employment Directorate
Vehbi Gruda, Municipality	Suela Mema, Property Registration Office
Afrida Damnori, Regional Council	Nathan Borgford-Parnel, PCV-USA
Bardh Shllaku, Prefecture	Florian Borshi, Cleaning Enterprise
Merita Kazazi, Regional Council	Xhelal Smajli, Municipality
Fatmir Tepelia, Regional Council	Marije Duoda, Municipality
Engjëll Gjondrekaj, City Water Supply Enterprise	Elena Zorba, Municipality
Arben Haveri, Chamber of Commerce	Nexhat Grezda, Municipality
Agron Ramadani, Roads and Drains Enterprise	Alfred Luleta, Municipality
Ismet Hoxha, Loro Boriçi Football Club	Kujtim Domnori, Municipality
Gëzim Mema, Multi-sports Club	Valbona Qehaja, Municipality
Sadetin Taipi, Marin Barleti Library	Ludovik Vuka, Municipality
Mensur Bushati, Public Enterprises Service Office	Alket Kadrija, Municipality
Agron Dizdari, Migjeni Theatre	Eva Poja, Municipality
Surri Rregjimi, Albtelecom	Andi Cungeli, Municipality
Lindita Shiroka, Post Office	Behar Fejza, Municipality
Gjokë Miri, Directorate of Taxes and Charges	Ledia Dushi, Municipality
	Ymer Vizi, Municipality

Bepin Kurti, Municipality
 Nazmi Berhani, Albtelekom
 Skender Halili, Greening Enterprise
 Agron Shima, Radio Shkodra
 Berti Stoja, City Water Supply Enterprise
 Kujtim Alia, Children's Culture Centre
 Besim Dyca, Municipality
 Gjon Nika, Municipality
 Hare Bilal, Municipality
 Tahir Sadiku, Directorate of Primary Health Service
 Osman Deltina, City Water Supply Enterprise
 Reshat Zaganjori, Children's Culture Centre
 Zija Vukaj, Shejnaze Juka School
 Xhemal Shqau, City Cleaning Enterprise

Business Team

Sabri Bushati, City Council
 Musa Heta, City Council
 Edlira Tukaj, University of Shkodra
 Olsi Kabashi, Municipality
 Pjeter Kakia, Dafinor Ltd
 Shkelqim Kopliku, Progres-Metal G.
 Gjovalin Guli, G&S Ltd.
 Fehmi Golemi, Green Shoe Ltd.
 Petrit Stefa, Public Transportation Company
 Agron Çuliqi, Cable factory
 Fatmir Lishi, Sigal Insurance
 Zef Gjini, Gjini Ltd.
 Ilir Shurdha, Ilira Ltd.
 Sokol Hoxha, Inform Shkodra Travel
 Tish Martini, Western Union Ltd.
 Hedi Teli, Casual Ltd.
 Mehdi Shabani, Construction company
 Senida Kruja, Pro-Credit Bank
 Lirije Vorfa, Raiffeisen Bank
 Artur Luka, Tirana Bank
 Qemal Sylja, United Albanian Bank
 Anton Leka, Chamber of Commerce
 Sadije Bushati, University of Shkodra
 Arjeta Troshani, University of Shkodra
 Emirjeta Bejleri, University of Shkodra

Brilanda Bushati, University of Shkodra
 Julinda Sokoli, University of Shkodra
 Drita Kruja, University of Shkodra
 Adem Bektashi, University of Shkodra
 Ylber Berhani, Commercial Bank

Civic Society Team

Ardita Boriçi, University of Shkodra
 Blerta Spahia, University of Shkodra
 Zemaida Mozali, Municipality
 Angjelina Shllaku, Municipality
 Shpetim Quku, GTZ
 Gjon Shllaku, Preng Jakova Association
 Filip Guraziu, MESH BUSH
 Gjenarin Shantoja, Regional Development Agency
 Terezina Hila, OXFAM
 Anila Trebicka, Women in Development
 Ridvan Troshani, TEULEDA
 Alma Kurti, ASDI
 Luigj Mila, Peace and Justice
 Kastriot Faci, The Door
 Rikard Malaj, The Door
 Rasim Suma, Shkodra Association for Protection of Fishery Resources
 Merzuk Hoxha, Association of Shkodra Hygienists
 Filip Vila, European Children's Trust
 Zenepe Dibra, Shkodra Intellectual Women
 Diana Bejko, REC Shkodra
 Andi Cekaj, Albanian Red Cross, Shkodra
 Antoneta Pero, Centre for Handicapped People
 Ferid Lluja, Riza Pasha Society
 Aldo Ferreti, COOP
 Vildan Tufi, Sports for All
 Aleks Dushi, AFFD
 Maranaj Marku, MALTESER
 Xhabir Mehmeti, Hunters' Association
 Shaqir Ramadani, Hunters' Association
 Migena Pengili, REC Shkodra

Community Team

Ahmet Bushati, Former Chairman, City Council
Vili Kamzi, Historian
Sherafet Kruja, Economist
Agustin Jubani, Economist
Karlo Kamsi, Hydrologist
Isa Alibali, Culture specialist
Fatos Gjyrezi, City Council

Eduard Grishaj, City Council
Qamil Gjyrezi, City Council
Dashamir Dini, City Council
Anton Gurakuqi, Physician
Merita Dibra, Municipality
Anol Dedja, Municipality
Artan Kolnikaj, Lawyer

Summary of assessment of local economy

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

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

During the development of the SWOT analysis, the Planning Commission included a sector analysis carried out by the working teams. SWOT analysis was used as the base platform for the development of the Strategic Plan. Analysis of the local situation was continued by the Planning Commission members, which identified the main economic growth advantages and challenges facing our community.

The information database was arranged into five sections: demography, business, culture and sports, infrastructure and environment, as follows:

DEMOGRAPHY <ul style="list-style-type: none">• Population• Education• Employment• Social care• Shelter• Healthcare	BUSINESS <ul style="list-style-type: none">• Business analysis• Questionnaire database• Imports• Tourism• Business training projects	INFRASTRUCTURE <ul style="list-style-type: none">• Urban roads• Water supply• Construction permits• Urban studies• Electricity supply• Telecommunications
CULTURE & SPORTS <ul style="list-style-type: none">• Culture and Sports institutions• Infrastructure of institutions• Activities• Projects		ENVIRONMENT <ul style="list-style-type: none">• Air quality• Water resources• Environment conditions• Shkodra Lake• Greening of city• Cleaning of city

Five meetings relating to the SWOT analysis were held in May 2004, one for each of the sections referred to above, while a further additional meeting was subsequently held to undertake an overall comprehensive SWOT analysis.

The main findings of the analysis were as follows:

Main advantages

- Geographical position: main administrative and business centre in North Albania, and close to a national border;
- Easy access into national and international transportation network;
- Existence of unique natural resources and large water resources;
- Continuous demographic growth and a young work force;
- Space for development of business parks.

Main challenges

- Lack of favourable climate and image to attract businesses;
- Low standard of living;
- Lack of diversified economy and existence of outdated technology;
- Local businesses have limited connections to national and international markets;
- Poor urban infrastructure and poor quality public services;
- Economy that provides insufficient quality and diversity of goods and services.

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 **79 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.

Businessmen in Shkodra take a softer view on this issue than do businessmen elsewhere in Albania, though they think discussions with local authorities have often been overly theoretical and not followed up by concrete action (OECD 2003: Albania – Enterprise Policy Performance Assessment).

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

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.

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 summarises realistically the desires and capacities of our community. We aim to share this vision continually with various groups from our community, so that it becomes widely known and accepted and thus becomes a guide in making the ideal a reality.

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

Goals

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

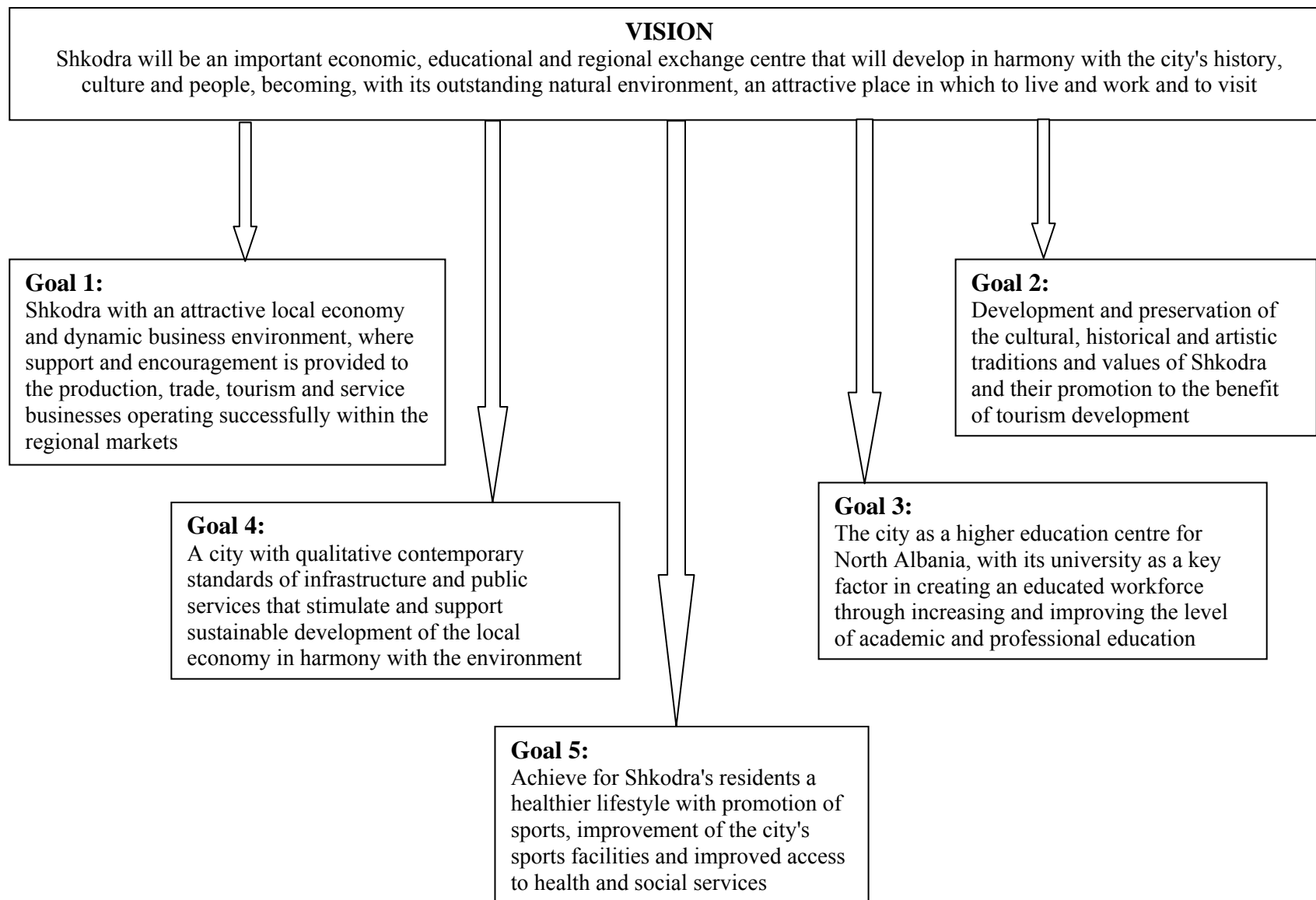
In order to achieve its LED goals, our city is focused on accessing its natural and human resources. In order to develop the goals, the Planning Commission considered the opportunities and threats facing the municipality, its history of economical development and that of the region.

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

Expected benefits

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

- Provision of guidance to the municipal council and administration during the annual and mid-term budget preparation process, allowing for focus on the implementation of the projects included 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 approximate cost of Plan implementation is 7,599,776,896 leke, equivalent to 60,798,215 euro.

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

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

VI. Overview of Shkodra community

Geography and topography

The city of Shkodra is located in Northwest Albania (45.03N, 19.31E), at an altitude above sea level ranging, in a line running from south-west to north-east, from 9.5 m to 24 m.

The city and its immediate surrounds lie on an alluvial plain in a depression resulting from tectonic shift during the Pliocene. This depression is partly filled by deposits from the rivers that have flowed through the depression to the Adriatic Sea. The climate is Mediterranean, with a continental and maritime mixture.

To the north and west of the city lies Lake Shkodra, from which the River Buna (44 km long) flows south into the Adriatic. The lower part of the river constitutes a border with Montenegro. Just (two km) southwest of the city lies the confluence of the Rivers Buna and Drin. The east of the city is bordered by the River Kir (43 km long), a seasonal river that flows from the northern highlands into the River Drin just south of the city.

The flat part of Shkodra extends across an area of 1,150 ha, while there are some 350 ha of hills in the city. Shkodra includes three peripheral neighbourhoods: Bahçallek in the south, and Shirokë and Zogaj in the west, which occupy an area of 180 ha.

Shkodra is partly encircled by a range of hills that rise to an altitude of 110 m, by the Rrenci Hills to the east and the Tepe Hills to the south. Immediately southwest of Shkodra lies the rocky outcrop on which stands Rozafa Castle, some 130 m above sea level and enclosing an area of 3.6 ha.

To the north and northwest lie the fields of Mbishkodra, to the north and east of which the Albanian Alps begin. In the opposite direction, about 30 km to the southwest of the city, lies Velipoja, a popular beach resort on the Adriatic coast.

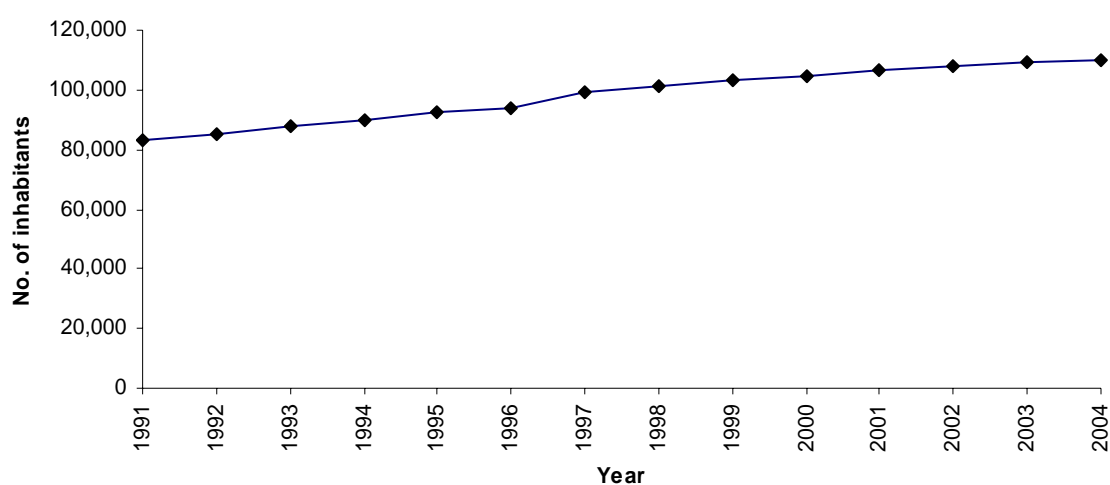
Thus, within 30 km of Shkodra there exist a whole range of natural attractions, from the mountains of High Albania to the Mediterranean coastline of the Adriatic, from the shores of the largest lake in the Balkans to the rocky outcrop of Rozafa Castle, which stands majestically above a city that one hundred years ago had a navigable river bringing merchant and passenger vessels into its heart.

Demography

The population of the city of Shkodra comprises about 45 per cent of that of the whole region. As a result of the dramatic changes that have taken place in the country over the last decade and a half, the

population of the city has increased by nearly one-third, despite emigration, either within the country or abroad. The increase is reported in the table below and illustrated quite clearly in the accompanying figure.

Year	No. of inhabitants	Year	No. of inhabitants
1991	83,086	1998	101,257
1992	85,436	1999	102,937
1993	87,941	2000	104,667
1994	89,587	2001	106,415
1995	92,181	2002	107,924
1996	93,674	2003	108,995
1997	98,979	2004	109,632

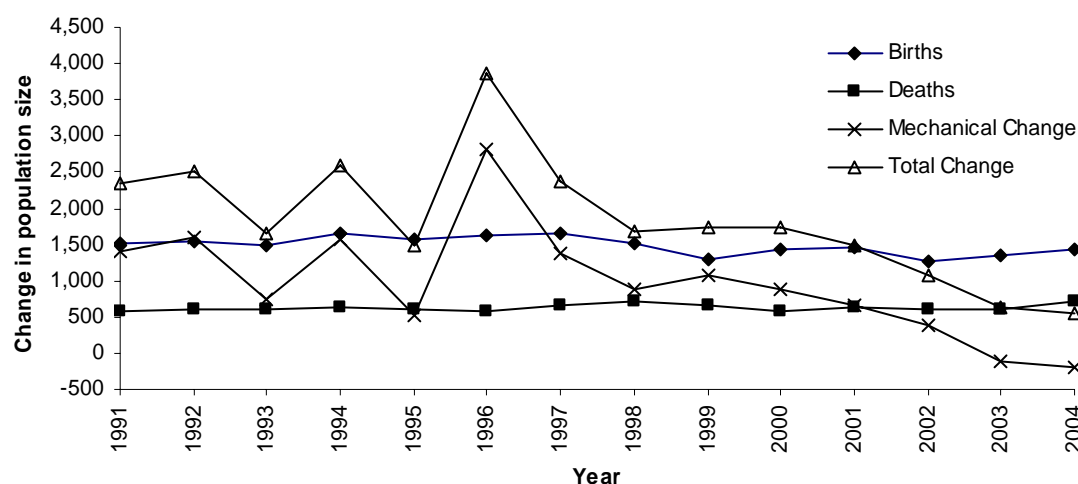


Source: Municipality of Shkodra

Analysis of births and deaths shows that much of the population increase has come from migration from outside of the city (see table and figure below). The data for Mechanical Change is an overall figure, which includes unknown numbers of immigrants and emigrants.

Year	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Births	1,524	1,535	1,494	1,650	1,582	1,618	1,644	1,520	1,306	1,438	1,449	1,279	1,348	1,445
Deaths	587	612	596	627	615	584	662	726	656	583	621	601	598	702
Mechanical Change	1,413	1,598	748	1,571	526	2,822	1,382	886	1,080	894	661	393	-113	-194
Total Change	2,350	2,521	1,646	2,594	1,493	3,856	2,364	1,680	1,730	1,749	1,489	1,071	637	549

Source: Municipality of Shkodra



Source: Municipality of Shkodra

The natural change in the size of the population of Shkodra is a positive number, i.e. that the number of births is greater than the number of deaths.

- The overall coefficient of mortality (number of deaths : number of inhabitants) has varied very little over the last decade and a half, at 7 deaths per 1,000 inhabitants in 1991, to 6 deaths per 1,000 inhabitants in 2003.
- The overall migration figures, overwhelmingly positive in the 1990s became negative in 2003 and 2004.

Reasons for the latter figures could be many. For example, the number of emigrants going abroad or to Tirana may have been roughly constant over all this time, while the number of immigrants entering the city may have gradually decreased, as many areas of the hinterland have become deserted.

Population structure according to age group is reported for year 2004 in the table below.

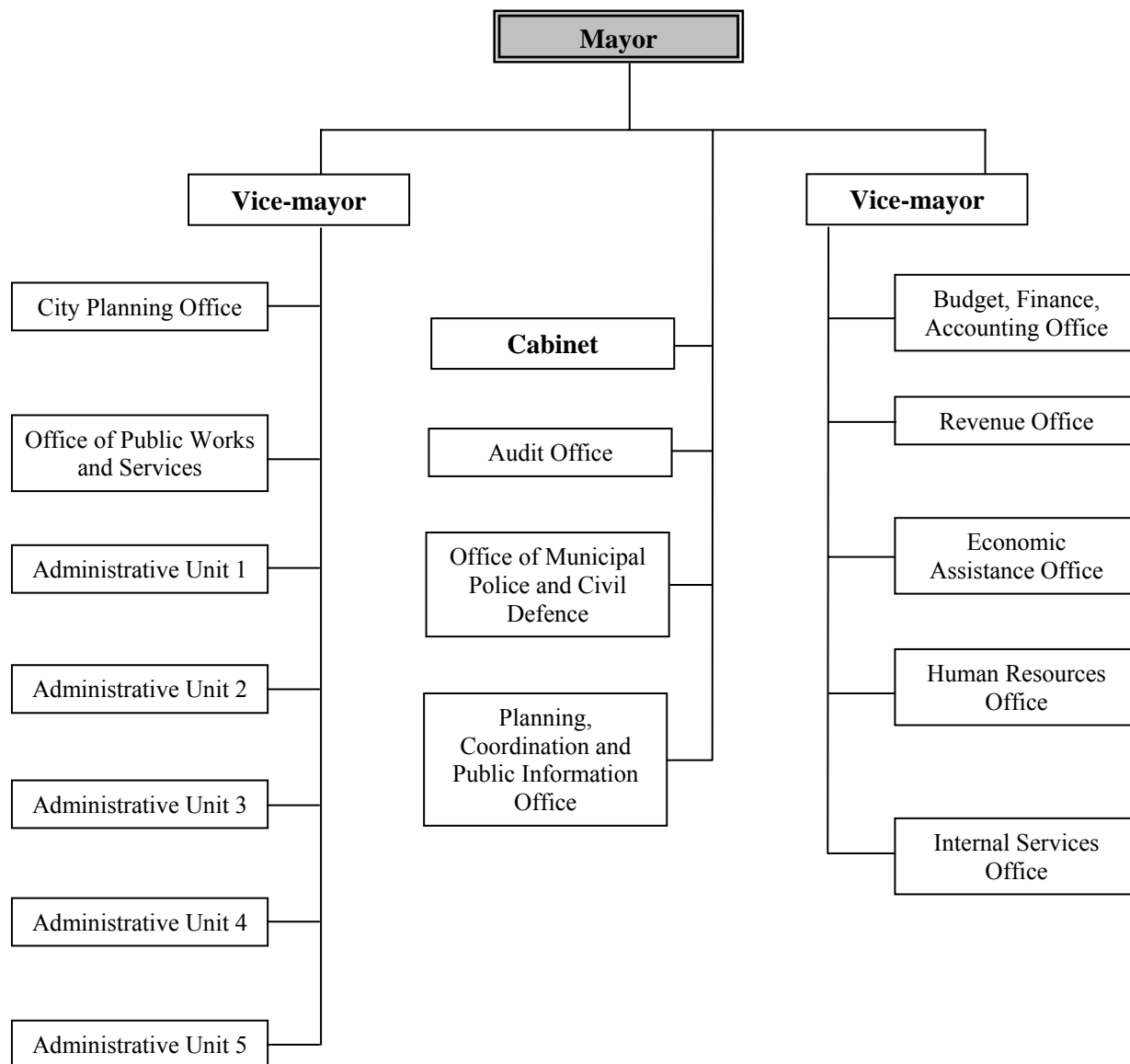
Age group (years)	< 1	1–4	5–9	10–14	15–19	20–34	35–54	55–64	> 64	Total
Number	1,500	8,675	9,150	9,443	9,377	28,688	25,300	8,022	10,027	110,182
Percentage	1.36	7.87	8.31	8.57	8.51	26.04	22.96	7.28	9.10	100

Source: Municipality of Shkodra

The average age of the population of the city of Shkodra is 27 years (a young population). The ageing coefficient is 8 per cent (young), while the male : female birth ratio was in favour of males during the years 1991–2003, the ratio varying between 103 and 118 males per 100 females.

Municipal government

The Municipality of Shkodra forms part of the Region of Shkodra. In the local elections of October 2004, the Mayor of the city was elected along with 45 members of the Municipal Council, who represent several political parties. The Municipal Council approved the organisational structure of the municipality's administration, which is shown in the chart below.



Revenues and expenses for years 2001 to 2004

The revenues (000s leke) and expenses for the Municipality of Shkodra for the years 2001 to 2004 are reported in the table below.

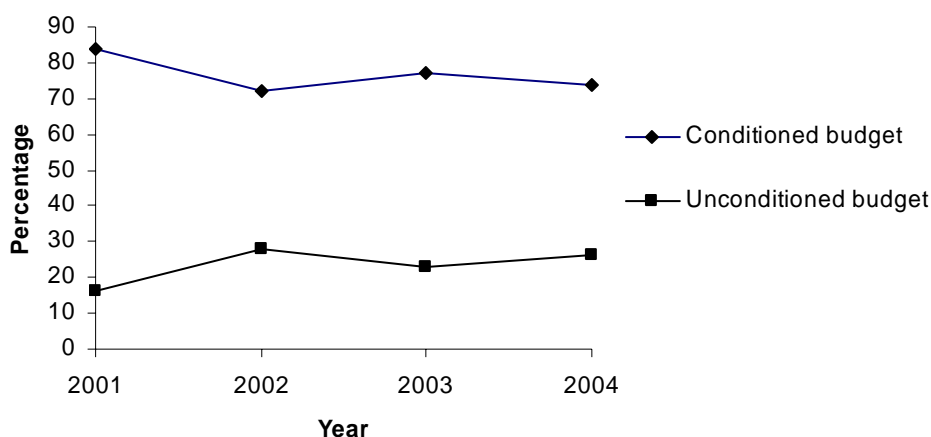
Revenues	2001	2002	2003	2004
Total local revenues:	46,112	87,693	204,178	233,155
from local taxes	17,056	44,428	169,922	178,050
from local tariffs	19,393	26,710	11,069	38,850
from other sources	9,663	16,555	23,187	16,255
Total revenue from National Resources:	1,082,547	1,102,883	1,345,117	1,146,340
grant	140,154	252,891	156,940	127,769
designated transfers (conditioned budget)	942,393	849,992	1,188,177	1,018,571
Total (000 leke)	1,128,659	1,190,576	1,549,295	1,379,495
Percentage				
Local revenues:	4	7	13	17
from local taxes	2	4	11	13
from local tariffs	1	2	1	3
from other sources	1	1	1	1
Revenue from National Resources:	96	93	87	83
grant	12	21	10	9
designated transfers (conditioned budget)	84	72	77	74
Total	100	100	100	100
Expenses (%)				
Investments from own resources	1	4	3	3
Investments from national resources	9	8	4	3
Operational expenses	90	88	93	94
Total	100	100	100	100

Source: City Department of Finance

It is apparent that the municipality is heavily dependent upon central government for its income, as the total revenues from National Resources for the period 2001 to 2004 show, accounting for between 83 and 96 per cent of revenue, though the percentage has been steadily falling since 2001.

The budget of the municipality contains a conditioned part and an unconditioned part. The conditioned part includes funds specifically allocated by central government for common and delegated functions, which are supervised by the line ministries, while the unconditioned part includes the municipality's revenues from local taxes and tariffs applied for the various services it offers, and from sale of its assets. In addition, since the year 1999, this budget line has included a grant disbursed by central government.

The relative percentages of the conditioned and unconditioned budget are shown in the figure below. Despite the reforms undertaken as part of decentralisation of government, the continued centralisation of the state is apparent: the conditioned budget comprised 74 per cent of the total budget for the year 2004, though for the year 2001 it was higher still, at 84 per cent.



Source: City Department of Finance

The policy making capabilities of the municipality, especially with regard to the capital investments and common functions, are still very centralised with almost all financing coming from central government through the line ministries.

Furthermore, with regard to the conditioned budget, there are no clear and transparent mechanisms and criteria on how it is assigned by central government. This is reflected in the low level of investments realised by the municipality, even though the need for capital investments and capability to absorb them is very large.

Another important source of financing for the municipality is donors. The Municipality of Shkodra has positive experiences in this direction, such as the financing by the Austrian Chancellery of a project to rehabilitate the city's mains water and sewage systems, and by USAID of a project to rehabilitate two of the city's roads.

Nevertheless, despite direct meetings being held between municipal officials and various donors, when it comes to the financing of supportive programmes, especially through capital investments, donors prefer, in most cases, to negotiate with central government (the line ministries), and recommendations are often determined by the political preferences of ministry staff.

Education

In year 2001, the educational level of the adult population of the city of Shkodra was as follows:

Educational level	Per cent
Uneducated	1
Know how to read and write only	12
Elementary education attended	15
Middle school and vocational education attended	31
High school education attended	32
University or college attended	9

Source: INSTAT

VII. Economic profile of Shkodra

In the period 1945–1992, Albania implemented the opposite of a market economy: property ownership was prohibited and all economic activity was state controlled. The country became unique with regard to isolation and economic centralisation.

The main activities of the processing industry in Shkodra were the processing of tobacco and manufacture of cigarettes, production of conserved foods, sugar-based foods, soft and alcoholic drinks, and pasta, bread, rice and vegetable oil. The main activities of the textile industry were focused on garments and silk products. The city also had a wood-processing and paper-production plant. The most important mechanical engineering industries concerned wire manufacturing, elevator manufacturing, bus assembly and the Drini Plant. Two important hand craft enterprises were the Artisan Products Enterprise and the Straw and Reed Enterprise.

During this period, Shkodra had the fifth largest economy in Albania. However, in 1992, the Albanian government undertook a number of reforms and approved a number of laws concerning property ownership, private activity, competition, bankruptcy, foreign investments, customer protection, privatisation of small and medium enterprises (SMEs), and many other elements involved in modern trade.

As a result of these reforms, big changes took place in the economic structure of Shkodra, so that some nine-tenths of the former state-owned enterprises in the city were privatised. However, the majority of these privatised businesses did not continue their original production lines, particularly in the mechanical engineering industry, which had been unique in the country and had a guaranteed national market.

Food processing, wood processing and the artisan products industry, which were among the largest producers of the time, were dissolved into a large number of SMEs.

Meanwhile, tobacco processing and the cigarette manufacturing industry were completely destroyed: incapability to invest in technological renovation and competition from imported products caused its bankruptcy.

Natural resources of Shkodra region

The Shkodra region is bordered to the North by the region of Malesi e Madhe, to the West by the Republic of Serbia and Montenegro, and by the Adriatic Sea, to the South by the region of Lezha and to the East by the region of Puka. The Region of Shkodra occupies an area of 2,049 km² and has a population of 243,000 inhabitants.

The territory includes three lakes. Lake Shkodra, the largest lake in the Balkans, has a surface area of 369 km², of which 149 km² lie in Albania, with the rest in Montenegro. The average depth of the lake is 10 m and the average water temperature 16.5°C, which helps to moderate the climate of the city. The lake is very rich in fish, with an annual harvest of 50 kg/ha. The shoreline within the municipality extends 14.5 km along the lakeshore, of which 10 km are rocky and 4.5 km flat land, mostly bordering fields.

The two other lakes in the region of Shkodra are artificial: the lake of Vau-Dejes, 20 km east of Shkodra, occupies an area of 27 km², while that of Koman, 40 km east of Shkodra, is 17 km² in size. Both these lakes are located on the River Drin and were created to supply the two largest hydro-electricity power stations in Albania: Vau-Dejes has an installed power of 250 mW, while that of Koman has an installed power of 600 mW.

To the north of Shkodra, in the highlands, reside yet more water resources. The mountain valleys are on average 800 m above sea level and have potential electricity reserves of 400 mW per hour, allowing for the construction of small power stations.

The most important local metal mineral resources are to be found at the copper mine of Palaj Karme, 45 km from the city. This mine became effective in 1981 and its reserves are estimated to be more than 1 million tons, with 2.5 per cent Cu. Other copper ore sources are located in Turrec, 40 km from Shkodra. In addition, there are reserves of Bauxite (aluminium ore) at Villgar, 13 km from Shkodra.

Non-metal minerals are found at the following places (with distance from Shkodra in parentheses):

- Kaolin (white clay used to make porcelain and some medicines) in Domen-Postribe (13 km) and in Vig (45 km);
- Silica source at Vilza (21 km);
- Dolomite (limestone) stone resources in Rrasek (11 km);
- Rhyolite stone resources in Guri Zi (6 km).

In the periphery of Shkodra City reside resources of raw materials used for the production of construction materials, including cement, lime, bricks, tiles, ceramics, marble, decorative stone, etc.

The land around Shkodra comprises approximately 19,220 ha (or 64 per cent) flat land, 7,450 ha (25 per cent) hills and 3,590 (11 per cent) mountain. The land and much of the hills are farmed in one way or another.

According to recent agrochemical studies, more than 75 per cent of the land surface is rich or medium rich in nitrogen, phosphorous and potassium, and the depth of soil under the fields is large. Dominating types of land are neutral meadow and alluvial meadow types.

According to the land registry, the region of Shkodra has in total 151,427 ha land, of which 30,243 ha are agricultural, 54,510 forest, 10,454 meadows and pastures, and 56,220 ha other types. Of the agricultural land, 29,289 ha are fields, 184 ha orchards, 561 ha olive groves and 208 ha vineyards. According to the Regional Agricultural Office, the dominant cultivated crops are as follows:

- Fodder, 10,321 ha;
- Grain and corn, 6,076 (grain 2,544; corn 3,532) ha;
- Total vegetable, 2,755 ha;
- Kidney bean, 597 ha;
- Potato, 231 ha;
- Tobacco, 213 ha.

Tourism

Tourism in the Shkodra region is an age-old tradition. The products of the region have been much valued by both foreign and national tourists, but particularly by the local people. Although the produce has been mostly designed for national or local consumption much of it is attractive to foreign tourists as well.

The larger region around Shkodra, encompassing Malesia e Madhe (High Albania), has a very favourable geographical position compared to all other regions of Albania with regard to the development of four major types of tourism:

- City tourism, based on the attractions offered by Shkodra itself, with its religious artefacts (from three different main religions practised in the city), cultural monuments, Rozafa Castle and 40 characteristic traditional houses;
- Mountain tourism, based on the attractions offered by Malesia e Madhe, in the villages of the Razem, Boge and Theth area, all of which are within 45 km of the city;
- Seaside tourism, based on the attractions offered by Velipoja Beach, only 30 km from the city;
- Lake tourism, based on the attractions of the villages of Shirokë and Zogaj, and the lake itself.

It must be pointed out that the geographical position of the region of Shkodra is undoubtedly the most important premise for the development of tourism in the region. In addition, the human, cultural and historical values and traditions of Shkodra city add more dimensions to such development.

Labour force

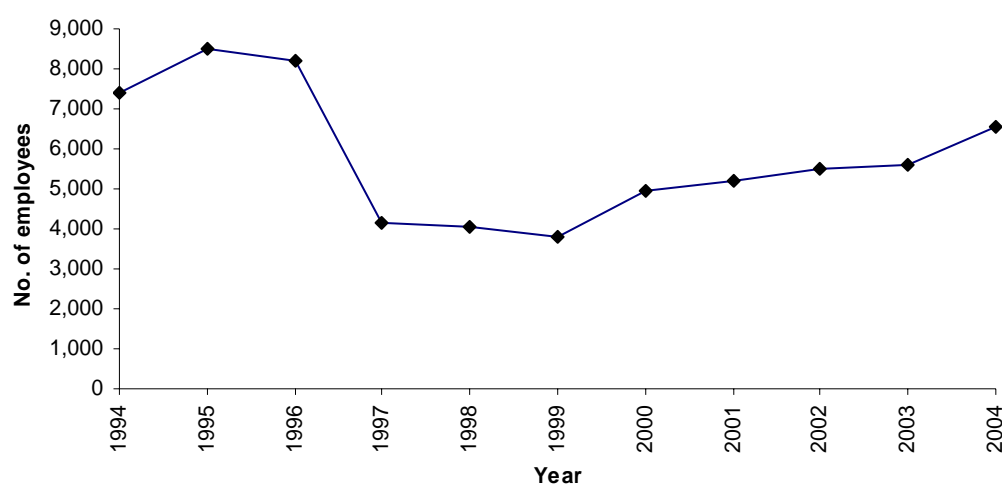
1. Employment

Employment in the private sector from years 1994 to 2004 is shown in the table below.

Year	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
No. of employees	7,391	8,483	8,190	4,141	4,034	3,802	4,972	5,223	5,496	5,611	6,529

Source: Regional Office for Employment in Shkodra

The fluctuation in the numbers of people employed in the private sector is shown clearly in the figure below, from which it can be seen that the level of employment has been rising over the past six years, approaching the levels of a decade earlier. The collapse in the number of people employed in the private sector in 1996 and 1997 coincides with the collapse of the pyramid schemes in Albania in those years.



Further breakdown of the employment figures by sector and economic activity for the year 2004 is reported in the table on the following page.

Activity	Private sector		Public sector		Total		Employees as %
	No. of subjects	No. of employees	No. of subjects	No. of employees	No. of subjects	No. of employees	
Agriculture, hunting, silviculture			3	167	3	167	1.10
Mining			2	12	2	12	0.08
Manufacturing:							
Food processing	76	267					
Garment and clothes	21	1,059					
Leather and shoes	4	718					
Others	64	313					
Total manufacturing	165	2,357	2	55	167	2,412	16.00
Generation and use of electricity, water, etc.	1	2	10	985	11	987	7.00
Construction	103	970			103	970	6.30
Trade, car repairs and home products	747	1,690			747	1,690	11.10
Hotels and restaurants	140	262			140	262	2.00
Transportation and telecommunications	109	167	6	437	115	443	3.00
Financial activities	4	31	3	57	7	88	0.60
Public administration	13	168	58	2,913	71	3,081	20.24
Education	19	243	13	2,407	32	2,650	17.41
Health and social activities	53	70	4	1,287	57	1,357	8.92
Collective and personal social services	278	565	12	371	290	936	6.20
International institutions	1	4			1	4	0.03
Total	1,633	6,529	113	8,691	1,746	15,220	100.0

Source: Regional Office for Employment in Shkodra

It is apparent that the public sector is the largest employer in Shkodra, with 57 per cent of the total workforce. Public administration is the largest single employer, with 20 per cent of the total. Other large employers are the education sector (17%), manufacturing (16%), trade (11%), health and social activities sector (9%), electricity and water production, distribution and supply (7%), and construction (6%).

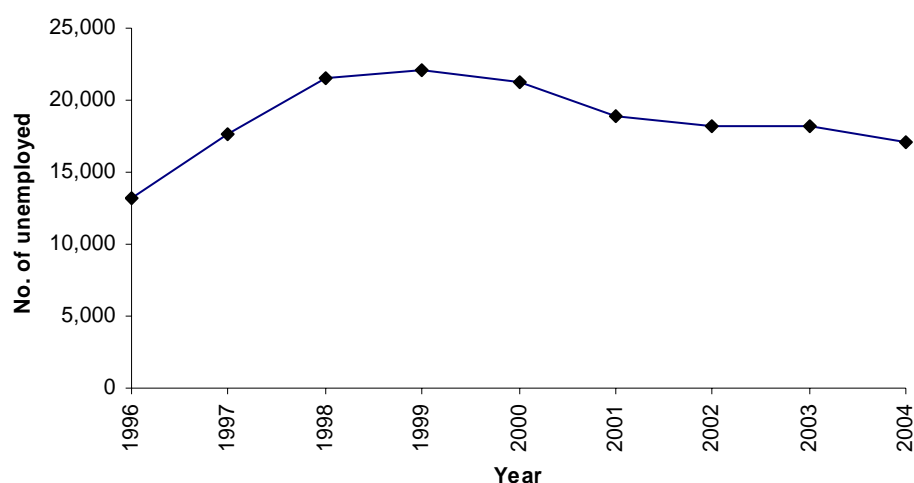
2. Unemployment

Unemployment in Shkodra from years 1996 to 2004 is shown in the table below.

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004
No. of unemployed	13,177	17,596	21,585	22,026	21,309	18,922	18,263	18,263	17,097

Source: Regional Office for Employment in Shkodra

Not surprisingly, the figures fluctuate inversely with respect to those for employment reported above, but not absolutely so. Thus, in 1996, about one and a half times as many people were unemployed than were employed, while in 2004, this ratio was two and a half times. The highest level of unemployment was recorded between 1998 and 2000, as shown clearly in the figure below.



Among unemployed active job seekers more males were registered in 2004 than were females, and the highest percentage of unemployment was registered for people in their early 20s. The level of unemployment falls with increased level of education as reported in the table below.

Total	Female	Head of household	Age group				Educational level			
			15–19	20–24	25–34	>34	Middle school	High school	Vocational	University
17,097	6,907	7,601	2,919	7,360	1,488	5,330	7,989	6,187	2,408	513
%	40	44	17	43	9	31	47	36	14	3

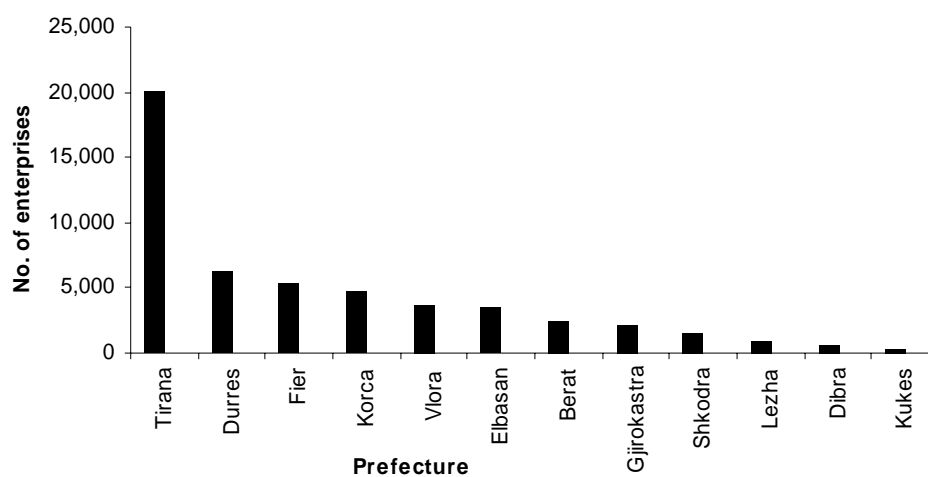
Source: Regional Office for Employment in Shkodra

From the same information source as above, the ratio of active population to total population size is reported as 29 per cent, while the level of unemployment itself is about 54 per cent, among the highest in the country.

Private businesses in Shkodra

The Shkodra region accounts for three per cent of all businesses active in Albania. Tirana has the largest number of enterprises, with 39 per cent, while more than 60 per cent of all economic activity takes place in the Tirana–Durrës–Fier corridor. In comparison, the whole northern half of Albania, which includes the regions of Shkodra, Lezha, Kukes and Dibra accounts for only 7 per cent of businesses, as reported in the table and figure below.

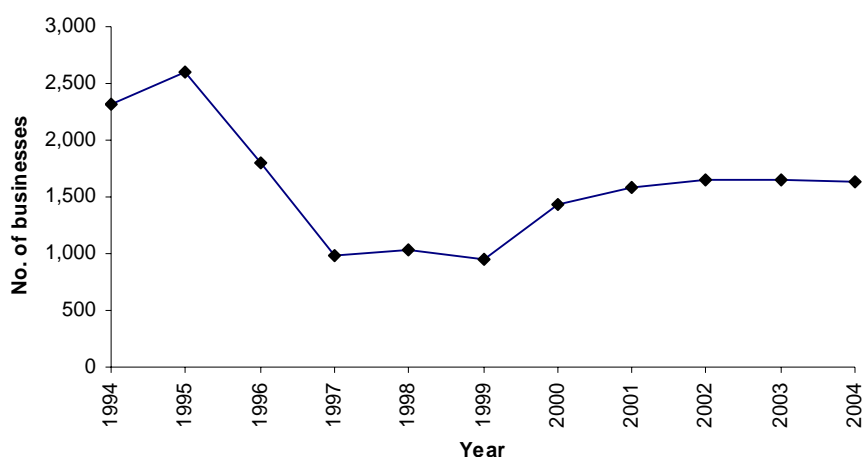
Prefecture	No. of enterprises	Percentage
Tirana	20,152	39
Durres	6,308	12
Fier	5,376	10
Korça	4,683	9
Vlora	3,730	7
Elbasan	3,499	7
Berat	2,440	5
Gjirokastra	2,140	4
Shkodra	1,579	3
Lezha	975	2
Dibra	684	1
Kukes	379	1



Source: INSTAT Business Register (2003)

The table below reports the number of businesses in the Shkodra Prefecture for the period 1994–2004. The largest number of businesses is recorded for years 1994 and 1995, a result of the economic reforms and privatisation of state-owned enterprises, which became SMEs. There followed however, a drastic reduction in the number of businesses between years 1996 and 1999, as shown in the accompanying figure.

Year	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
No. of businesses	2,310	2,594	1,792	987	1,037	944	1,431	1,582	1,654	1,652	1,633



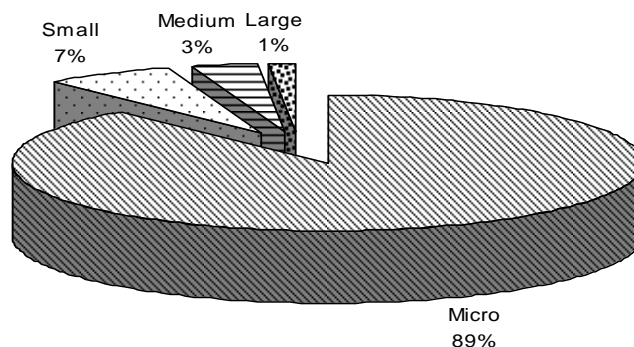
Source: INSTAT Business Register (2003)

During the period 1997 to 1999 the decline resulted partly from the closure of the border with the former Yugoslavia (Montenegro), which sharply reduced the economic exchange between the two states, and subsequently the activity on either side of the border. In addition, there was in Albania the crisis of 1997, mentioned above, during which the businesses of Shkodra were badly damaged, being forced to close or reduce their activity as much as possible. Furthermore, during this period and ever since, the situation with regard to the electricity supply (on average just 6 or 7 hours a day) and infrastructure of the city has been critical. Nevertheless, during 2000, there was an increase in the number of businesses of 487 compared to the previous year, and the number has increased slightly since then, stabilising at about 1,600.

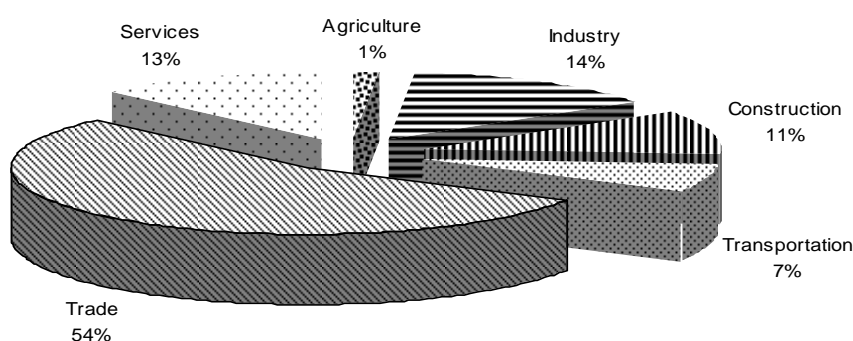
The following table and chart show the structure of the types and sizes of businesses active in and around Shkodra during 2003. Micro, small and medium enterprises comprise 99 per cent, nearly all, of the businesses, with only 1 per cent of all businesses being large enterprises.

Economic activity	Micro	Small	Medium	Large	Total
Agriculture	19	2	7	2	30
Industry	197	33	22	15	267
Construction	151	31	12	1	195
Transportation	95	6	2		103
Trade	760	19	4		783
Services	175	17	6	3	201
Total	1,397	108	53	21	1,579

Source: Regional Directorate of Taxes



The situation regarding the economic activity of the businesses is shown in the chart below. Trade is in first place with 54 per cent, industry in second place with 14 per cent, services, 13 per cent, construction, 11 per cent, transportation, 7 per cent, with agriculture only 1 per cent.



Source: Regional Directorate of Taxes

Most of the businesses in the Shkodra region have an annual turnover of less than 800,000 leke (8,000 USD). Of the businesses active within the municipality itself, the breakdown by activity for the year 2004 is reported in the table below.

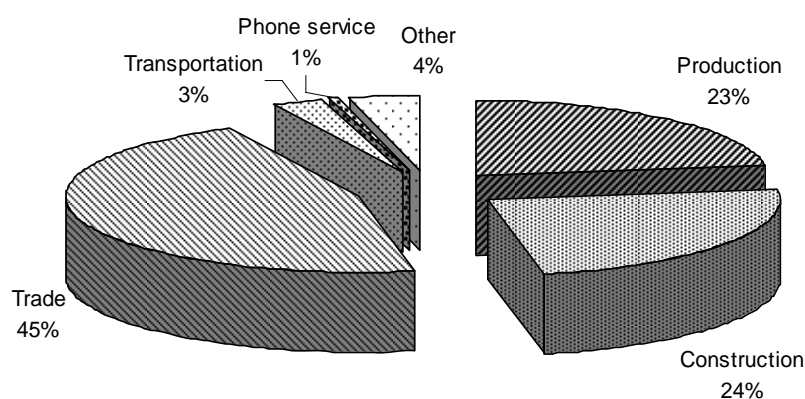
Economic activity	Number	Percentage
Trade, repairs	783	58
Processing	146	11
Transportation and telecommunications	105	7.5
Healthcare and social activity	91	7
Construction	85	6
Group and personal social services	69	5
Hotel, restaurant	24	2
Finance	11	1
Education	6	0.5
Other	32	2
Total	1,352	100

Source: Regional Directorate of Taxes

Trade accounts for nearly two-thirds of these businesses, with processing the next largest sector, with rest each being less than one-tenth.

For businesses in Shkodra with revenues larger than 800,000 leke, called large businesses, the following structure obtains.

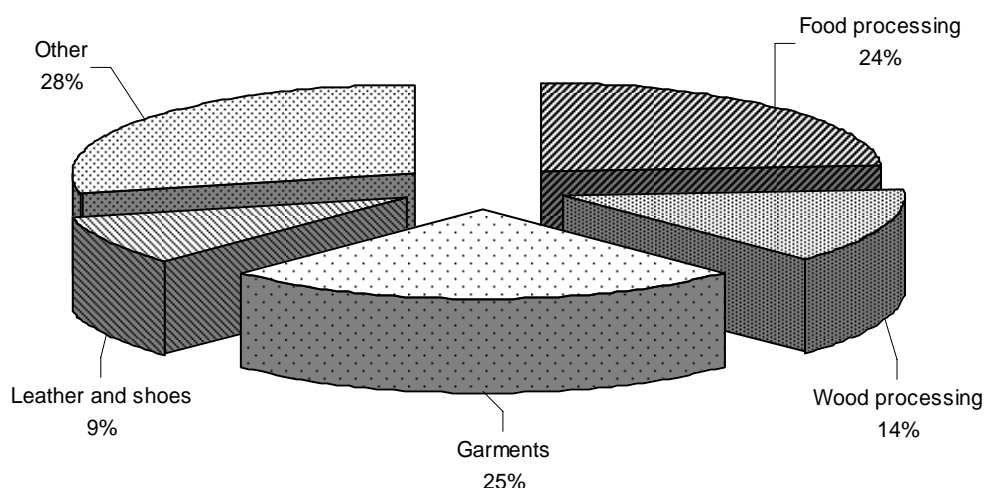
Economic activity	Number	Percentage
Trade	162	45
Construction	85	24
Production	80	23
Transportation	9	3
Phone service	2	1
Other	14	4
Total	352	100



Source: Regional Directorate of Taxes

Trade still accounts for nearly half of large businesses, but the construction and manufacturing sectors are larger than for SMEs. In the manufacturing sector, there are a number of specialisations: clothing, food processing, wood processing, tanning (leather and shoes) and others. The breakdown according to number of businesses is given in the table and figure below.

Economic activity	Number	Percentage
Garments	20	25
Food processing	19	24
Wood processing	11	14
Leather and shoes	7	9
Other	23	28
Total	80	100



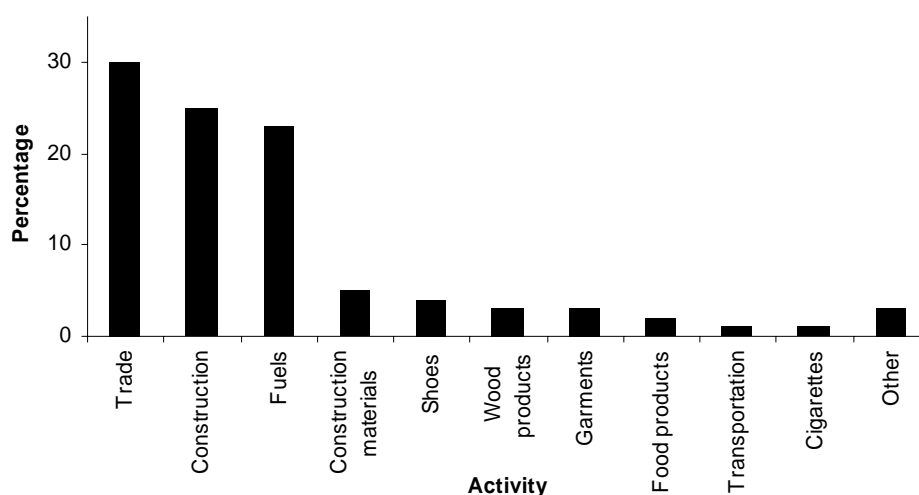
Source: Regional Directorate of Taxes

Revenues of large businesses in Shkodra

Activity	Revenues (leke)	Percentage
Trade	294,214,633	30
Construction	242,282,001	25
Fuels	223,499,438	23
Construction materials	48,485,826	5
Shoes	40,352,908	4
Wood products	31,851,330	3
Garments	26,715,010	3
Food products	19,872,517	2
Transportation	12,123,565	1
Cigarettes	8,239,850	1
Other	33,185,872	3
Total	980,822,955	100

Source: Regional Directorate of Taxes

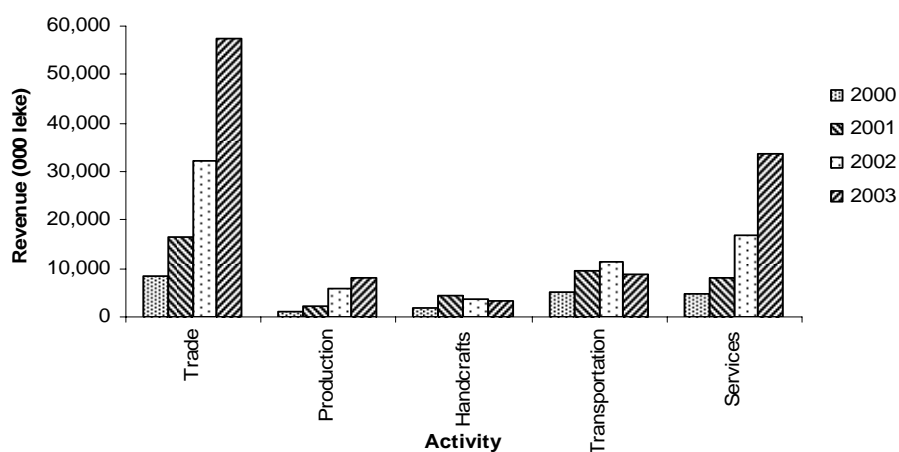
From the table above it is clear that the total revenues from large businesses in the city of Shkodra amount to 981 million leke (some 9.8 million dollars). The breakdown of the different revenues from these different economic activities is shown in the figure below. Trade accounts for nearly one-third of revenue, with construction and fuel trade each accounting for about one-quarter of revenue, with the other businesses making up the difference, some 22 per cent.



Source: Regional Directorate of Taxes

In contrast, revenues from small businesses are, not surprisingly, much smaller than those from large businesses, as reported in the table below (in thousands of leke). What stands out in these figures is the remarkable, nearly exponential growth in revenues from small businesses from the years 2000 to 2003, whether this be from genuine increased revenues or larger receipts reported to the relevant authorities.

Economic activity	2000	2001	2002	2003
Trade	8,344	16,303	32,161	57,265
Services	4,910	7,922	16,658	33,698
Transportation	5,004	9,478	11,230	8,629
Production	1,025	2,117	5,829	8,180
Handcrafts	1,792	4,414	3,802	3,205
Total	26,381	50,888	81,591	110,977



Source: Regional Directorate of Taxes

Services and infrastructure

1. Water supply

The drinking water supply network falls under the management of the Sewage and Water Supply Enterprise.

The water supply network in the city of Shkodra was constructed in 1964 and has been functioning since then. The system comprises the water pump stations in Dobraq, the water reservoirs in the Tepe Hills and the distribution pipeline network. In all, some 200 km of piping are installed, connected to a reservoir with storage capacity of 8,000 m³, together with the water pump station with pumping capacity of 1,000 l/sec.

The source of the city's drinking water originates from eleven wells, which are sunk in the area of Dobraq, with a total production capacity of 1,200 l/sec. Water is delivered to the city directly from the water supply network and from the reservoirs in the Tepe Hills.

2. Sewerage

The sewage system falls under the responsibility of the Sewage and Water Supply Enterprise. The system was constructed in, and has been functional since, 1978. It includes the mains collector, 10.5 km long, a secondary network, 138 km long, 6,000 drains and a pumping station with 650 l/sec capacity.

To this system are connected about 70 per cent of the population of the city, with the rest using septic tanks, or drains flowing directly into Lake Shkodra or the rivers in its vicinity. The water outflow from industrial sites is piped directly into the River Kir, which as mentioned above is a highly seasonal river, and would otherwise dry out during the summer.

The sewage system is self-flowing, i.e. it uses the natural incline of the land, and, through the mains collector, the sewage goes to the pumping station located in the Liria neighbourhood of Shkodra. The pumping station then pumps the waste directly into the River Drin, near Bahçalleku Bridge. The total annual amount of waste produced by the city is approximately 9.6 million m³, and currently there is no sewage treatment system installed. Moreover, most of the time the pumping station is not working and untreated sewage flows directly into Lake Shkodra, creating a serious health risk

3. Flood protection

Naturally, water collects in depressions, and floods occur following large increases in underground water levels or heavy rainfall. The collection and drainage points are also influenced by the level of water in Lake Shkodra, with a maximum recorded increase in level of the lake of 9.7 m, and in the Buna, Drin and Kir river system.

To prevent flooding, the city had installed a network of, mostly uncovered, drainage canals. Through these canals excess surface water flowed into four mill-races, built to use a natural energy resource in the lowest parts of the city.

The constructions, completed in the late 1950s, were connected with the existing infrastructure, but in no case was the development of new floodwater collectors or preservation of existing drains studied. As result, most of the main high water collection and drainage canals have become unusable.

Since then, including during the time when the city's sewerage system was designed and constructed (from 1970 to 1978), no further main flood drains have been constructed. The reason for the lack of subsequent drain installation is that the sewage system was to be constructed after the two hydro-electric power stations were built along the River Drin, and after the River Buna was to have been systematised, causing the level of the lake to decrease, reducing the threat of flooding.

Moreover, during the 1990s, as a result of uncontrolled immigration into the city of people from rural areas and the unregulated urban expansion, the situation worsened with even the roadside ditches becoming blocked.

In 1997, as part of the *Water supply and sewerage in the city* project and in support of the city's urban plan, an Austrian team completed a feasibility study for the installation of a more complete drainage system. It is planned for eight main drains to empty into Lake Shkodra and the Buna and Kir rivers. In addition, a solution for the canalisation of the secondary roads is provided. It is planned for 30 km of canals to be constructed, with a total cost of the whole project of about 10 million Euros.

4. Power supply

The national Electricity Corporation (KESh) is the only company that generates, transmits and distributes electricity in Albania, operating 11 hydro-electric power stations (HECs) and 9 thermo-electric power stations (TECs) with a total installed power of 1,684 MW.

Shkodra is currently supplied by four power stations of which two have a generation capacity of 110/35/6 kV and two of 35/6 kV. From these power stations 33 high-tension power cables of 6 kV or 20 kV supply electricity to 160 sub-stations that provide a 400V supply for the customers.

In order to improve the current power situation in Shkodra, KESh has planned the following investments:

- Investments in the 20 kV network;
- Reconstruction of existing 20/0.4 kV transformer cabins;

- Construction of new 20/0.4 kV transformer cabins;
- Reconstruction of the low voltage network;
- Installation of meters for all customers.

Investment	Existing	Planned
20 kV network (000 Leke)	105,000	518,000
Length of cable network (km)	8.2	39
Reconstructed cabins	25	66
New cabins	2	30
TU cable network (km)	3.5	39
Meters (000 Leke)	182,000	265,000
Number	18,000	26,000
Group meters	112,000	230,000
Number	250	593

Source: Regional Directorate of KESH

The limitations to the supply of electricity in the city depend also on the quotas planned by the Distribution Division of KESH.

5. Telecommunications

At the beginning of 1999, the construction of a new central telephone switchboard with a capacity of 30,000 subscribers was completed. The switchboard is managed by the local branch of AlbTelecom, the Albanian fixed line telecommunications public enterprise. The current number of subscribers is 9,600. Since 2003, this company has also offered an Internet dial-up service. For the year 2005, an increase of 3,600 residential lines and the introduction of an ADSL service was planned.

6. Road infrastructure

The city of Shkodra has excellent potential transportation resources, with its roads, railway and access to the sea, and is forecast to be a North-South hub for international traffic, with inclusion in a corridor parallel to the Adriatic-Ionian coastline.

Unfortunately, the road network in the city is currently in very poor condition, and deteriorating rapidly. The factors that have brought about this situation are the lack of maintenance, rapid increase in the volume of traffic and poor, or no, drainage of the roads. Moreover, in many parts of the city, roads are very often dug up for various reasons and not filled in and repaired properly.

Roads in Shkodra City currently fall under three categories, as follows:

Primary roads

These are arterial roads of high capacity or express urban roads that support a medium to high traffic load and have the following functions:

- Connect the city centre with rural areas around Shkodra and to other cities;
- Bypass the centre of the city;
- Connect directly various institutional, trade and cultural sites.

Secondary roads

These are urban roads of medium to high capacity with the following functions:

- Collect and distribute traffic among primary roads and low capacity roads in the network;
- Connect many important sites of the city.

Tertiary roads

These are roads of low capacity designed for movements among local areas inside the city.

Currently, the network comprises the following:

Primary roads, total length 13.8 km (22%);

Secondary roads, total length 13.4 km (21%);

Tertiary roads, total length 35.8 km (57%).

Thus, the total network comprises 63 km of roads and these are surfaced as reported in the table below.

Type	Length (m)	Area (m²)	No. of roads
Asphalted	30,708	271,470	57
Not asphalted	32,312	191,175	73
Plazas; alleys		97,000	
Total	63,020	559,645	130

Source: Municipal Enterprise of Roads and Storm Water

Of the total area of asphalted roads, only 30 per cent fulfil the conditions of a good quality road.

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. Geographic location of Shkodra (sea, lake, mountains and railway & road connections with former Yugoslavia) 2. Existence of large natural water resources 3. Existence of tourist potential and tradition of hospitality 4. Favourable resources for development of agribusiness and tourism 5. Traditions in handicrafts and trading 6. Qualified human resources and low labour costs 7. Young average age of population 8. Presence of L. Gurakuqi University 9. Tradition of education, sports and culture development 10. Presence of professional education centres 11. Presence of social care and health institutions 12. Presence of strong social and family identity 13. Presence of adaptable and flexible community 	<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Process of decentralisation of government 2. Compilation of DELTA LED strategy 3. National strategies that support SMEs 4. Liberalisation of banking system; SME financing 5. Opening of local bank branches 6. Initiation of projects with foreign organisations and foundations (e.g. WB, GTZ, SOROS, USAID, UNDP, REC, UNOPS, COOPERAZIONE ITALIANA, COOP, etc) 7. Existence of project to build North-South corridor along Adriatic-Ionian coastline 8. Existence of foreign investments to improve drinking water and sewage systems and prospective of their enlargement 9. Existence of project with European Investment Bank to install 20 kV electricity supply lines 10. Implementation of project to enlarge fixed line telephone network (with additional 2,600 telephones in city) 11. Forthcoming approval of social services legislation

Negative	<u>Weaknesses</u>	<u>Threats</u>
	1. Lack of favourable climate for businesses	1. Negative impact of central politics
	2. Low employment potential	2. Lack of capital investments by central authorities
	3. Discrepancy between requests for professional qualifications and availability of local training	3. Lack of public security, law and order
	4. Lack of implementation of urban legislation and bylaws by Territory Regulation Council	4. Presence of informal trading, fiscal evasion and creation of monopolies
	5. Lack of regulatory plan and relevant projects	5. Weaknesses in fiscal legislation
	6. Maladministration and lack of registration of public property	6. Lack of stimuli for local producers
	7. Lack of urban cadastre keeping documentation orderly	7. Unfavourable economic policies at central level
	8. Depreciation of engineering works: water, sewage & electricity systems	8. Presence of endemic corruption
	9. Low level of project implementation and checks	9. Immigration from rural areas and forced brain drain
	10. Lack of control of territory by municipal administration	10. Slow pace of decentralisation process
	11. Illegal interventions in water & electricity supply networks	11. Impact of unsustainable economic factors (inflation, high interest rates on loans, administrative barriers, poor system of property rights)
	12. Low level of local revenues	12. Unfavourable national strategies for sheltering
	13. Lack of transparency	13. Changes in water regime of lake and rivers Buna, Kir and Drin
	14. Absence of digitised civil registry and statistical databases	14. Lack of provision of social services for all groups in need (children who do not go to school, families with problems, etc)
	15. Poor attendance in pre-school institutions and excess number of schools for obligatory education	
	16. Weak infrastructure and poor financial support for culture, education, professional training and sports institutions	
	17. Absence of environmental protection strategy	
	18. Lack of appropriate infrastructure	

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

VISION:				
Shkodra will be an important economic, educational and regional exchange centre that will develop in harmony with the city's history, culture and people, becoming, with its outstanding natural environment, an attractive place in which to live and work and to visit				
Goals	Objectives	Programmes	Projects	No.
Goal 1: Shkodra with an attractive local economy and dynamic business environment, where support and encouragement is provided to the production, trade, tourism and service businesses operating successfully within the regional markets	G1:O1: Increase by 20% the total number of businesses operating within the Industrial Zone by 2008	G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community	G1:O1:PG1:p1: Improvement of the electricity supply within Industrial Zone	1
			G1:O1:PG1:p2: Improvement of street lighting within Industrial Zone	2
			G1:O1:PG1:p3: Rehabilitation of surface water drainage and sewage systems in Industrial Zone	3
			G1:O1:PG1:p4: Rehabilitation of road infrastructure within Industrial Zone	4
			G1:O1:PG1:p5: Installation of new telephone lines and renovation of existing network within Industrial Zone	5
			G1:O1:PG1:p6: Improvement and expansion of green spaces within Industrial Zone	6
		G1:O1:PG2: Promotion of the Industrial Zone	G1:O1:PG2:p1: Development of a map of businesses operating in the Industrial Zone	7
			G1:O1:PG2:p2: Publication of promotional materials for businesses operating in the Industrial Zone	8
	G1:O2: Increase from 3 to 8 the number of mechanisms that provide services and support for SMEs within the city by 2010	G1:O2:PG1: Creation of novel activities and promotional materials to facilitate the development of new SMEs	G1:O2:PG1:p1: Establishment of a 'One-Stop-Shop' in Shkodra City Hall	9
			G1:O2:PG1:p2: Production of profiles of the most successful businesses in the city	10
			G1:O2:PG1:p3: Establishment of a business services centre	11
			G1:O2:PG1:p4: Conducting of a survey and needs analysis of SMEs operating in the city	12
			G1:O2:PG1:p5: Conducting of a study on workforce supply and provision of training for businesses	13

Goals	Objectives	Programmes	Projects	No.
Goal 1: Shkodra with an attractive local economy and dynamic business environment, where support and encouragement is provided to the production, trade, tourism and service businesses operating successfully within the regional markets	G1:O3: Increase from 4 to 6 the number of cross-border cooperative activities by 2010	G1:O3:PG1: Establishment of structures to encourage and support cross-border activities	G1:O3:PG1:p1: Establishment of a board to facilitate an increase in and strengthening of cross-border cooperation	14
			G1:O3:PG1:p2: Preparation of an information package for foreign investors on trade and investment potential in Shkodra	15
			G1:O3:PG1:p3: Establishment of a regional business training centre	16
			G1:O3:PG1:p4: Construction of a business fair centre	17
			G1:O3:PG1:p5: Establishment of a system for integrated management of Lake Shkodra ecosystem	18
			G1:O3:PG1:p6: Make operational a lake transportation service between Shkodra and Virpazar, Montenegro	19
	G1:O4: Increase from 7 to 10 the number of public food market places in the city by 2010	G1:O4:PG1: Strengthen the existing system of retail and wholesale public markets	G1:O4:PG1:p1: Construction in the city of a public wholesale market place for fruit and vegetables	20
			G1:O4:PG1:p2: Construction in the city of new fruit, vegetable, fish and meat retail market places	21
	G1:O5: Increase from 10,000 to 25,000 the annual number of visitors to the city by the year 2008	G1:O5:PG1: Support and development of tourism infrastructure	G1:O5:PG1:p1: Development of a tourism strategy for the city of Shkodra	22
			G1:O5:PG1:p2: Establishment of a Tourism Support Office in Shkodra City Hall	23
			G1:O5:PG1:p3: Establishment of a network of hotels and restaurants in the city to improve their standards and diversify their services	24
			G1:O5:PG1:p4: Establishment of a trade centre for artisan products	25
			G1:O5:PG1:p5: Holding of periodic training sessions for capacity building of tourism agencies and businesses	26
			G1:O5:PG1:p6: Development of a programme to encourage family- and eco-tourism in Shirokë and Zogaj	27
			G1:O5:PG1:p7: Development of a tourism marketing strategy for the city	28
			G1:O5:PG1:p8: Production of information brochure on Shkodra's amenities and facilities, including hotels, transportation services, restaurants, etc.	29
			G1:O5:PG1:p9: Publication of a periodic magazine <i>Tourism in Shkodra</i>	30

Goals	Objectives	Programmes	Projects	No.
Goal 2: Development and preservation of the cultural, historical and artistic traditions and values of Shkodra and their promotion to the benefit of tourism development	G2:O1: Increase from 50 per year to 70 per year the number of cultural and artistic activities held in Shkodra by the year 2010	G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage	G2:O1:PG1:p1: Preservation, restoration and development of the city's museum and its collection, as well as other historical, cultural items in the city	31
			G2:O1:PG1:p2: Creation of a system for identification, valuation and purchasing of museum artefacts	32
			G2:O1:PG1:p3: Rehabilitation and periodic exhibition of the Museum's historical archive	33
			G2:O1:PG1:p4: Periodic numismatics exhibition of 'Monetary circulation in the region of Shkodra'	34
			G2:O1:PG1:p5: Increase the number of displays exhibited in the Archaeological Museum	35
			G2:O1:PG1:p6: Improvement of the environment of the Migjeni Theatre	36
			G2:O1:PG1:p7: Rehabilitation of the city's Cultural Centre	37
			G2:O1:PG1:p8: Promotion of the photograph collection of the Marubi Museum	38
			G2:O1:PG1:p9: Restoration of traditional houses in the city	39
		G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events	G2:O1:PG2:p1: Establishment of a Commission for the Development of Art and Culture	40
			G2:O1:PG2:p2: Establishment of a city orchestra	41
			G2:O1:PG2:p3: Holding of a Summer's Day festival in Shkodra	42
			G2:O1:PG2:p4: Holding of a Carnival in Shkodra	43
			G2:O1:PG2:p5: Holding of an annual song contest	44
			G2:O1:PG2:p6: Development and publication of promotional materials related to the cultural heritage of the city	45
			G2:O1:PG2:p7: Preparation and publication of a calendar of annual cultural activities to be held in Shkodra	46

Goals	Objectives	Programmes	Projects	No.
Goal 3: The city as a higher education centre for North Albania, with its university as a key factor in creating an educated workforce through increasing and improving the level of academic and professional education	G3:O1: Increase from 4,500 to 7,500 the number of students graduating from Shkodra's Luigj Gurakuqi University by the year 2012, with a qualitative improvement of university facilities and teaching standards	G3:O1:PG1: Improvement of infrastructure for accommodation, teaching and other student services at the university	G3:O1:PG1:p1: Rehabilitation of existing, and construction of new, teaching facilities in Luigj Gurakuqi University	47
			G3:O1:PG1:p2: Construction of student residence at Luigj Gurakuqi University	48
			G3:O1:PG1:p3: Construction of a new library in Luigj Gurakuqi University	49
		G3:O1:PG2: Increase the quality and scope of the curriculum and teaching at the university	G3:O1:PG2:p1: Establishment of an Arts Academy at Luigj Gurakuqi University	50
			G3:O1:PG2:p2: Development by the Economics and Law Faculty of Luigj Gurakuqi University of curricula for tourism and for public administration training	51
			G3:O1:PG2:p3: Implementation of a distance learning project at Luigj Gurakuqi University	52
		G3:O1:PG3: Establishment of sustained partnerships and links in the context of regional development	G3:O1:PG3:p1: Development and implementation of a programme for exchange of scientific and technical knowledge between Luigj Gurakuqi University and universities in the region and elsewhere	53
			G3:O1:PG3:p2: Establish a funding system at Luigj Gurakuqi University to support and increase research capacities and to ensure knowledge transfer in the field of regional economic development	54
			G3:O1:PG3:p3: Recruitment and development of qualified academic staff at Luigj Gurakuqi University to a level allowing for quality teaching and to the standards of the Bologna Declaration	55
	G3:O2: Increase by year 2006 the number of pre-university education facilities that are in qualitative and optimal condition	G3:O2:PG1: Reconstruction of Shkodra's pre-university education facilities	G3:O2:PG1:p1: Rehabilitation of Preng Jakova Middle School	56
			G3:O2:PG1:p2: Rehabilitation of Skenderbeg 9-Year School	57
			G3:O2:PG1:p3: Rehabilitation of Guerrile Kindergarten	58

Goals	Objectives	Programmes	Projects	No.
Goal 4: A city with qualitative contemporary standards of infrastructure and public services that stimulate and support sustainable development of the local economy in harmony with the environment	G4:O1: Development of the legal and technical tools necessary for quality urban planning and management of the city's territory by the year 2010	G4:O1:PG1: Improvement of the planning tools for urban development and management of the city	G4:O1:PG1:p1: Development of a comprehensive regulatory urban plan for the city	59
			G4:O1:PG1:p2: Development of a partial urban plan for the Shirokë – Zogaj area	60
			G4:O1:PG1:p3: Development of partial urban plans for the areas of Mark Lulaj, Hardhijat e Egra and Zootechnikë	61
			G4:O1:PG1:p4: Development of an action plan for implementation of the comprehensive regulatory urban plan and partial urban plans	62
	G4:O2: Rehabilitation of 40% of the city's streets, with provision of drainage, pavements and public lighting by the year 2010	G4:O2:PG1: Rehabilitation of the city's street system	G4:O2:PG1:p1: Reconstruction of 15 streets of the city (Annex 4)	63
			G4:O2:PG1:p2: Reconstruction of pavements in 12 streets (Annex 4)	64
			G4:O2:PG1:p3: Reconstruction of the public lighting of 8 streets (Annex 4)	65
		G4:O2:PG2: Rehabilitation of the city's water drainage system	G4:O2:PG2:p1: Rehabilitation of 5 surface water drainage outlets from the city (Annex 4)	66
	G4:O3: Increase from 15,000 to 24,800 the number of families and businesses connected to the sewage system by the year 2010	G4:O3:PG1: Rehabilitation of the city's sewer system	G4:O3:PG1:p1: Rehabilitation of the city's sewage pumping station	67
			G4:O3:PG1:p2: Construction and rehabilitation of sewage discharge pipes	68
			G4:O3:PG1:p3: Improvement of sewage system maintenance technology	69
			G4:O3:PG1:p4: Construction of new pipelines for sewer system	70

Goals	Objectives	Programmes	Projects	No.
Goal 4: A city with qualitative contemporary standards of infrastructure and public services that stimulate and support sustainable development of the local economy in harmony with the environment	G4:O4: Increase from 22,700 to 24,800 the number of families and businesses connected to the mains water system by the year 2010	G4:O4:PG1: Rehabilitation of the mains water system	G4:O4:PG1:p1: Complete construction of mains water supply reservoirs in Tepe Hills	71
			G4:O4:PG1:p2: Installation of new valves in the mains water distribution system	72
			G4:O4:PG1:p3: Rehabilitation of the rest of the mains water distribution network	73
			G4:O4:PG1:p4: Installation of auxiliary equipment for mains water management	74
	G4:O5: Increase by 45% the total size of the city's green areas by the year 2010	G4:O5:PG1: Improved greening of the city's streets	G4:O5:PG1:p1: Rehabilitation of the greening of the city's main streets	75
		G4:O5:PG2: Rehabilitation of the main public parks	G4:O5:PG2:p1: Rehabilitation of the green space by the Bazaar	76
			G4:O5:PG2:p2: Rehabilitation of Luigj Gurakuqi Park	77
		G4:O5:PG3: Creation of new green sites in residential areas	G4:O5:PG3:p1: Construction of a new green space in the Xhabije residential area	78
			G4:O5:PG3:p2: Construction of a new green space along Isuf Sokoli Street in the Bacja e Cakajve residential area	79
			G4:O5:PG3:p3: Construction of a green area in the Zdrle neighbourhood	80
	G4:O6: Increase from 352,588 m ² to 559,645 m ² the area of the city covered by the waste collection service by the year 2010	G4:O6:PG1: Improvement of the management of municipal solid waste	G4:O6:PG1:p1: Construction of a landfill for urban solid waste disposal	81
			G4:O6:PG1:p2: Improvement of the technology for collection, transportation and management of municipal solid waste	82
			G4:O6:PG1:p3: Development of an awareness campaign 'Keep Shkodra Clean'	83

Goals	Objectives	Programmes	Projects	No.
Goal 5: Achieve for Shkodra's residents a healthier lifestyle with promotion of sports, improvement of the city's sports facilities and improved access to health and social services	G5:O1: Increase from 9 to 18 the number of, and improve the existing, recreational and sports facilities in the city by the year 2015	G5:O1:PG1: Construction of new, and rehabilitation of existing, public recreational and sports facilities	G5:O1:PG1:p1: Construction of a Youth Centre in the city	84
			G5:O1:PG1:p2: Rehabilitation of the sports facilities in the city's schools	85
			G5:O1:PG1:p3: Construction of public and private sports facilities	86
			G5:O1:PG1:p4: Construction of an indoor athletics stadium	87
			G5:O1:PG1:p5: Construction of a wrestling gymnasium	88
	G5:O2: Increase from 0 to 6 the number of annual amateur sports activities held in the city by the year 2010	G5:O2:PG1: Stimulation and promotion of sports events in the city	G5:O2:PG1:p1: Organisation in the city of Spring and Autumn sports events, such as organised sports leagues, for elementary and secondary schools and for older age groups	89
	G5:O3: Improvement of the city's social services system and extension from 2 to 4 of the number of support systems by year 2010	G5:O3:PG1: Modernisation of the civil registry service	G5:O3:PG1:p1: Computerisation of the Civil Registry Office	90
		G5:O3:PG2: Improvement and increase in number of social services provided for the community	G5:O3:PG1:p2: Development of a database, and relevant computer software, of all addresses in Shkodra	91
			G5:O3:PG2:p1: Conducting of a survey to assess the current social situation for Shkodra residents	92
			G5:O3:PG2:p2: Increase in the capacities of the municipal administration and local NGOs to provide social services	93
			G5:O3:PG2:p3: Construction of 3 social centres for marginalised community groups and provision of social services in partnership with local NGOs	94
	G5:O4: Reconstruction of 3 health centres and construction of a new health centre in the city by 2010	G5:O4:PG1: Improvement of primary healthcare services in the city	G5:O4:PG1:p1: Reconstruction of community health centre in Tre Heronjt	95
			G5:O4:PG1:p2: Reconstruction of community health centre in Partizani	96
			G5:O4:PG1:p3: Reconstruction of health centres in Zogaj and Shirokë	97
			G5:O4:PG1:p4: Construction of a new health centre in Vojo Kushi	98

c. Implementation Matrix of the Strategic Plan

Acronyms are reported in Annex 1

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					
1	G1:O1:PG1:p1: Improvement of the electricity supply within Industrial Zone	43,000,000	344,000	0	0	0	0	54	23,005,000	46	19,995,000	TEU, KESH, ASB, M, BIZ	Mar. 2005		IS	BIZ
2	G1:O1:PG1:p2: Improvement of street lighting within Industrial Zone	17,400,000	139,200	70	12,180,000	30	5,220,000	0	0	0	0	BIZ, M, D			SF	BIZ, LC, E
3	G1:O1:PG1:p3: Rehabilitation of surface water drainage and sewage systems in Industrial Zone	37,200,000	297,600	90	33,480,000	10	3,720,000	0	0	0	0	BIZ, M, BC			SF	BIZ, LC
4	G1:O1:PG1:p4: Rehabilitation of road infrastructure within Industrial Zone	303,238,049	2,425,904	0	0	0	0	0	0	0	0	MT, UNDP, RPD, BIZ, M	Jan. 2006		IS	BIZ, LC
5	G1:O1:PG1:p5: Installation of new telephone lines and renovation of existing network within Industrial Zone	30,000,000	240,000	0	0	0	0	0	0	100	30,000,000	AT	Jan. 2006		IS	BIZ, LC
6	G1:O1:PG1:p6: Improvement and expansion of green spaces within Industrial Zone	2,100,000	16,800	0	0	0	0	0	0	0	0	M, LC, D			SF	M, LC
7	G1:O1:PG2:p1: Development of a map of businesses operating in the Industrial Zone	1,000,000	8,000	0	0	0	0	0	0	0	0	ECD, CCI, M, BC, RSh			SF	RSh, M, BIZ
8	G1:O1:PG2:p2: Publication of promotional materials for businesses operating in the Industrial Zone	400,000	3,200	0	0	0	0	0	0	0	0	ECD, CCI, M, BC, RSh			SF	BIZ

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					
9	G1:O2:PG1:p1: Establishment of a ‘One-Stop-Shop’ in Shkodra City Hall	2,000,000	16,000	0	0	0	0	0	0	0	0	M, D			SF	M, BC, Co
10	G1:O2:PG1:p2: Production of profiles of the most successful businesses in the city	500,000	4,000	0	0	0	0	0	0	0	0	CCI, TEU, M	2005	2006	SF	BC, Co
11	G1:O2:PG1:p3: Establishment of a business services centre	5,625,000	45,000	0	0	0	0	0	0	0	0	M, CCI, ME, BC	2005	2005	SF	BC, M, PI
12	G1:O2:PG1:p4: Conducting of a survey and needs analysis of SMEs operating in the city	150,000	1,200	0	0	0	0	0	0	0	0	BC, CCI, M, TEU	2005	2005	SF	BC, M
13	G1:O2:PG1:p5: Conducting of a study on workforce supply and provision of training for businesses	500,000	4,000	0	0	0	0	0	0	0	0	VMS, CCI, RED, TEU	2005	2006	SF	BC, E, UE
14	G1:O3:PG1:p1: Establishment of a board to facilitate an increase in and strengthening of cross-border cooperation	200,000	1,600	0	0	0	0	0	0	0	0	M, CC, GTZ	2005	2006	SF	RSh, M, CC
15	G1:O3:PG1:p2: Preparation of an information package for foreign investors on trade and investment potential in Shkodra	1,600,000	12,800	0	0	0	0	0	0	0	0	TEU, M, CCI, ASB	2005	2005	SF	BC, CCI, FB
16	G1:O3:PG1:p3: Establishment of a regional business training centre	88,750,000	710,000	0	0	0	0	0	0	0	0	CCI, M, ME, D	2005	2007	IS	BR, PI, BC, Co
17	G1:O3:PG1:p4: Construction of a business fair centre	85,000,000	680,000	0	0	0	0	0	0	0	0	CCI, M, ME, D	2006	2007	SF	BR, Co

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					
18	G1:O3:PG1:p5: Establishment of a system for integrated management of Lake Shkodra ecosystem	500,000,000	4,000,000	0	0	0	0	0	0	100	500,000,000	WB, M, MG	2005	2010	FA	M, K, BL, LC
19	G1:O3:PG1:p6: Make operational a lake transportation service between Shkodra and Virpazar, Montenegro	3,000,000	24,000	0	0	0	0	0	0	0	0	M, CoV, UNOPS, U, CG	Mar. 2005		IS	TB, M, T, Co
20	G1:O4:PG1:p1: Construction in the city of a public wholesale market place for fruit and vegetables	149,486,396	1,195,891	30	44,845,919	0	0	0	0	70	104,640,477	MA, WB, M	Mar. 2005	2006	IS	F, FVM, PrI
21	G1:O4:PG1:p2: Construction in the city of new fruit, vegetable, fish and meat retail market places	4,500,000	36,000	0	0	0	0	0	0	0	0	M, F, D				F, LC, M
22	G1:O5:PG1:p1: Development of a tourism strategy for the city of Shkodra	500,000	4,000	0	0	0	0	0	0	0	0	U, M			SF	T, TB
23	G1:O5:PG1:p2: Establishment of a Tourism Support Office in Shkodra City Hall	1,000,000	8,000	0	0	0	0	0	0	0	0	M, U, TB, GTZ				TB
24	G1:O5:PG1:p3: Establishment of a network of hotels and restaurants in the city to improve their standards and diversify their services	100,000	800	0	0	0	0	0	0	0	0	TA, H, R	2005	on-going	SF	TA, H, U, R
25	G1:O5:PG1:p4: Establishment of a trade centre for artisan products	50,000,000	400,000	0	0	0	0	0	0	0	0	M, MT, BC, D, NGOs			SF	AB, T, Co

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					
26	G1:O5:PG1:p5: Holding of periodic training sessions for capacity building of tourism agencies and businesses	200,000	1,600	0	0	0	0	0	0	0	0	U, TA			SF	TA, H, R, T
27	G1:O5:PG1:p6: Development of a programme to encourage family- and eco-tourism in Shirokë and Zogaj	1,000,000	8,000	0	0	0	0	0	0	0	0	U, M, WB			SF	T, BC, LC, Women
28	G1:O5:PG1:p7: Development of a tourism marketing strategy for the city	500,000	4,000	0	0	0	0	0	0	0	0	TB, M, U, AA, D, PI	2005	2006	SF	T, TA, TB, H, R
29	G1:O5:PG1:p8: Production of information brochure on Shkodra's amenities and facilities, including hotels, transportation services, restaurants, etc.	150,000	1,200	0	0	0	0	0	0	0	0	M, TB	2006	2006	SF	Co, T
30	G1:O5:PG1:p9: Publication of a periodic magazine ‘Tourism in Shkodra’	150,000	1,200	0	0	0	0	0	0	0	0	M, U			SF	M, TB, Co
31	G2:O1:PG1:p1: Preservation, restoration and development of the city's museum and its collection, as well as other historical, cultural items in the city	0	0	0	0	0	0	0	0	0	0	M, CCI			SF	GH, GA, GE, AG

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					
32	G2:O1:PG1:p2: Creation of a system for identification, valuation and purchasing of museum artefacts	1,200,000	9,600	0	0	0	0	0	0	0	0	M, CCI, D, BC	2005	2006	SF	GH, GA, GE, AG
33	G2:O1:PG1:p3: Rehabilitation and periodic exhibition of the Museum's historical archive	275,000	2,200	0	0	0	0	0	0	0	0	M, U, CA, LRA	2005	2006	SF	GA, LRA
34	G2:O1:PG1:p4: Periodic numismatics exhibition of ‘Monetary circulation in the region of Shkodra’	300,000	2,400	0	0	0	0	0	0	0	0	HM, M, CCI, GA			SF	S, T, GH
35	G2:O1:PG1:p5: Increase the number of displays exhibited in the Archaeological Museum	475,000	3,800	0	0	0	0	0	0	0	0	M, MC, HM			SF	T, GH
36	G2:O1:PG1:p6: Improvement of the environment of the Migjeni Theatre	20,210,875	161,687	0	0	0	0	0	0	0	0	M, BC, D	2006	on-going	SF	PA, Co, T
37	G2:O1:PG1:p7: Rehabilitation of the city's Cultural Centre	6,375,883	51,007	0	0	0	0	0	0	0	0	M, D			SF	Co
38	G2:O1:PG1:p8: Promotion of the photograph collection of the Marubi Museum	0	0	0	0	0	0	0	0	0	0					
39	G2:O1:PG1:p9: Restoration of traditional houses in the city	0	0	0	0	0	0	0	0	0	0					
40	G2:O1:PG2:p1: Establishment of a Commission for the Development of Art and Culture	40,120,000	320,960	0	0	0	0	0	0	0	0	AC, IA, M, D, PI, NGOs	2005		SF	AC, AC, Co

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					
41	G2:O1:PG2:p2: Establishment of a city orchestra	2,400,000	19,200	0	0	0	0	0	0	0	0	M, PJA	2005	2005	SF	MuC, Co
42	G2:O1:PG2:p3: Holding of a Summer's Day festival in Shkodra	2,000,000	16,000	0	0	0	0	0	0	0	0	M, RED, NGOs, BC, U			SF	Co
43	G2:O1:PG2:p4: Holding of a Carnival in Shkodra	1,000,000	8,000	0	0	0	0	0	0	0	0	M, PA, NGOs, BC, MuC			SF	Co
44	G2:O1:PG2:p5: Holding of an annual song contest	893,000	7,144	0	0	0	0	0	0	0	0	M, BC, D	2006	annual	Co, M, PA	
45	G2:O1:PG2:p6: Development and publication of promotional materials related to the cultural heritage of the city	1,030,000	8,240	0	0	0	0	0	0	0	0	IAR, IC, M, CCI	2005	2006	SF	HM, CA, IAR
46	G2:O1:PG2:p7: Preparation and publication of a calendar of annual cultural activities to be held in Shkodra	0	0	0	0	0	0	0	0	0	0					
47	G3:O1:PG1:p1: Rehabilitation of existing, and construction of new, teaching facilities in Luigj Gurakuqi University	0	0	0	0	0	0	0	0	0	0					
48	G3:O1:PG1:p2: Construction of student residence at Luigj Gurakuqi University	0	0	0	0	0	0	0	0	0	0					
49	G3:O1:PG1:p3: Construction of a new library in Luigj Gurakuqi University	58,522,532	468,180	0	0	0	0	100	58,522,532	0	0	MES			IS	S, ScC

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					
50	G3:O1:PG2:p1: Establishment of an Arts Academy at Luigj Gurakuqi University	40,000,000	320,000	0	0	0	0	0	0	0	0	M, MES, PJA				PA
51	G3:O1:PG2:p2: Development by the Economics and Law Faculty of Luigj Gurakuqi University of curricula for tourism and for public administration training	2,000,000	16,000	0	0	0	0	0	0	0	0	U, TB				Co, S, U
52	G3:O1:PG2:p3: Implementation of a distance learning project at Luigj Gurakuqi University	0	0	0	0	0	0	0	0	0	0	M, RED, D				S
53	G3:O1:PG3:p1: Development and implementation of a programme for exchange of scientific and technical knowledge between Luigj Gurakuqi University and universities in the region and elsewhere	0	0	0	0	0	0	0	0	0	0					
54	G3:O1:PG3:p2: Establish a funding system at Luigj Gurakuqi University to support and increase research capacities and to ensure knowledge transfer in the field of regional economic development	0	0	0	0	0	0	0	0	0	0					

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							
55	G3:O1:PG3:p3: Recruitment and development of qualified academic staff at Luigj Gurakuqi University to a level allowing for quality teaching and to the standards of the Bologna Declaration	0	0	0	0	0	0	0	0	0	0							
56	G3:O2:PG1:p1: Rehabilitation of Preng Jakova Middle School	14,950,626	119,605	0	0	0	0	0	0	0	0				SF			
57	G3:O2:PG1:p2: Rehabilitation of Skenderbeg 9-Year School	2,426,900	19,415	0	0	0	0	0	0	0	0	M, RED, D			SF	P, Co		
58	G3:O2:PG1:p3: Rehabilitation of Guerrile Kindergarten	2,348,195	18,786	0	0	0	0	0	0	0	0	M, Co, D, BC, FB			SF	C, Co		
59	G4:O1:PG1:p1: Development of a comprehensive regulatory urban plan for the city	15,000,000	120,000	0	0	0	0	0	0	0	0	M, MT			SF	Co, BC		
60	G4:O1:PG1:p2: Development of a partial urban plan for the Shirokë – Zogaj area	3,000,000	24,000	100	3,000,000	0	0	0	0	0	0	M	2005	2006	IS	T, LC		
61	G4:O1:PG1:p3: Development of partial urban plans for the areas of Mark Lulaj, Hardhijat e Egra and Zootechnikë	9,000,000	72,000	0	0	0	0	0	0	0	0	M			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							
62	G4:O1:PG1:p4: Development of an action plan for implementation of the comprehensive regulatory urban plan and partial urban plans	3,000,000	24,000	0	0	0	0	0	0	0	0	M, MT			SF	Co, BC		
63	G4:O2:PG1:p1: Reconstruction of 15 streets of the city (Annex 4)	1,151,063,000	9,208,504	0	0	0	0	0	0	0	0	M, MT, BC	2005	2009	IS	Co, BC		
64	G4:O2:PG1:p2: Reconstruction of pavements in 12 streets (Annex 4)	0	0	0	0	0	0	0	0	0	0	M, MT, BC		2008	IS	Co, BC		
65	G4:O2:PG1:p3: Reconstruction of the public lighting of 8 streets (Annex 4)	52,040,000	416,320	0	0	0	0	0	0	0	0	M, BC, MT, KESH	2006		SF	M, Co, BC		
66	G4:O2:PG2:p1: Rehabilitation of 5 surface water drainage outlets from the city (Annex 4)	181,040,000	1,448,320	0	0	0	0	0	0	0	0	M, MT, CG			SF	Co		
67	G4:O3:PG1:p1: Rehabilitation of the city's sewage pumping station	12,400,000	99,200	0	0	0	0	0	0	100	12,400,000	M, MT, D	2005	2006	IS	Co, BC, M		
68	G4:O3:PG1:p2: Construction and rehabilitation of sewage discharge pipes	600,000	4,800	0	0	0	0	0	0	0	0	M, MT, D			SF	Co, BC, M		
69	G4:O3:PG1:p3: Improvement of sewage system maintenance technology	21,000,000	168,000	0	0	0	0	0	0	0	0	M, MT, D			SF	Co, BC, M		
70	G4:O3:PG1:p4: Construction of new pipelines for sewer svstem	73,400,000	587,200	0	0	0	0	0	0	0	0	M, MT, D			SF	Co, BC, M		

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					
71	G4:O4:PG1:p1: Complete construction of mains water supply reservoirs in Tepe Hills	87,500,000	700,000	0	0	0	0	0	0	100	87,500,000	M, AuG, MT	2005	2006	IS	Co
72	G4:O4:PG1:p2: Installation of new valves in the mains water distribution system	25,000,000	200,000	0	0	0	0	0	0	0	0	M, AuG, MT			SF	Co
73	G4:O4:PG1:p3: Rehabilitation of the rest of the mains water distribution network	3,750,000,000	30,000,000	0	0	0	0	0	0	0	0	M, AuG, MT			SF	Co
74	G4:O4:PG1:p4: Installation of auxiliary equipment for mains water management	312,500,000	2,500,000	0	0	0	0	0	0	0	0	M, AuG, MT			SF	Co
75	G4:O5:PG1:p1: Rehabilitation of the greening of the city's main streets	8,500,000	68,000	100	8,500,000	0	0	0	0	0	0	M, Co, D	2005	2007	IS	Co, M
76	G4:O5:PG2:p1: Rehabilitation of the green space by the Bazaar	3,000,000	24,000	0	0	0	0	0	0	0	0	M, Co, D	2005	2007	SF	Co, M
77	G4:O5:PG2:p2: Rehabilitation of Luigj Gurakuqi Park	13,640,000	109,120	0	0	0	0	0	0	0	0	M, D			SF	Co, S
78	G4:O5:PG3:p1: Construction of a new green space in the Xhabije residential area	1,244,840	9,959	0	0	0	0	0	0	100	1,244,840	M, LC, BC, NGO	2005	2006	FA	Co, LC
79	G4:O5:PG3:p2: Construction of a new green space along Isuf Sokoli Street in the Bacja e Cakajve residential area	2,000,000	16,000	0	0	0	0	0	0	0	0	M, LC, D			SF	LC, M

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							
80	G4:O5:PG3:p3: Construction of a green area in the Zdrale neighbourhood	3,700,000	29,600	0	0	0	0	0	0	0	0	M, LC, D			SF	LC, M		
81	G4:O6:PG1:p1: Construction of a landfill for urban solid waste disposal	62,500,000	500,000	0	0	0	0	0	0	0	0	M, MT, D			SF	Co		
82	G4:O6:PG1:p2: Improvement of the technology for collection, transportation and management of municipal solid waste	56,000,000	448,000	0	0	0	0	0	0	0	0	M, MT, D, BC			SF	M, LC, BC		
83	G4:O6:PG1:p3: Development of an awareness campaign ‘Keep Shkodra Clean’	384,600	3,077	0	0	0	0	0	0	0	0	M, REA, CE			SF	Co, BC, PI		
84	G5:O1:PG1:p1: Construction of a Youth Centre in the city	30,000,000	240,000	0	0	0	0	0	0	0	0	M, D	2006	2009	SF	C, Y, AG		
85	G5:O1:PG1:p2: Rehabilitation of the sports facilities in the city's schools	1,800,000	14,400	0	0	0	0	0	0	0	0	M, AFF, RED			SF	P		
86	G5:O1:PG1:p3: Construction of public and private sports facilities	5,000,000	40,000	0	0	0	0	0	0	0	0	D, LC, M			SF	Co, M		
87	G5:O1:PG1:p4: Construction of an indoor athletics stadium	20,000,000	160,000	0	0	0	0	0	0	0	0	MC, D			SF	SC, S, P, LC		
88	G5:O1:PG1:p5: Construction of a wrestling gymnasium	5,000,000	40,000	0	0	0	0	0	0	0	0	MC, D			SF	WT, ASp		

Project No.	Project Title	Value (leke)	Value (€*)	Financial contribution								Implementation			Status†	Targeted groups
				Municipality		Communities		Central gov.		Other donors						
				%	Leke	%	Leke	%	Leke	%	Leke					
89	G5:O2:PG1:p1: Organisation in the city of Spring and Autumn sports events, such as organised sports leagues, for elementary and secondary schools and for older age groups	9,548,000	76,384	0	0	0	0	0	0	0	0	M, MES, SCV, BC, MH			SF	P, S, ASp
90	G5:O3:PG1:p1: Computerisation of the Civil Registry Office	2,270,000	18,160	0	0	0	0	0	0	0	0	M, D, MLGD			SF	Co
91	G5:O3:PG1:p2: Development of a database, and relevant computer software, of all addresses in Shkodra	3,000,000	24,000	0	0	0	0	0	0	0	0	M, CG			SF	M, Co, BC, PI
92	G5:O3:PG2:p1: Conducting of a survey to assess the current social situation for Shkodra residents	4,000,000	32,000	0	0	0	0	0	0	100	4,000,000	M, NGO, U	2005	2006	FA	Poor, in need
93	G5:O3:PG2:p2: Increase in the capacities of the municipal administration and local NGOs to provide social services	113,500,000	908,000	0	0	0	0	0	0	100	113,500,000	M, ML, NGO, RDE	2004	2006	FA	M, CG, NGOs
94	G5:O3:PG2:p3: Construction of 3 social centres for marginalised community groups and provision of social services in partnership with local NGOs	22,369,000	178,952	0	0	0	0	0	0	100	22,369,000	M, ML NGO, WB, BC	2005	2006	FA	In need
95	G5:O4:PG1:p1: Reconstruction of community health centre in Tre Heronjt	3,000,000	24,000	0	0	0	0	0	0	0	0	RHD, MH			SF	Co

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					
96	G5:O4:PG1:p2: Reconstruction of community health centre in Partizani	1,500,000	12,000	0	0	0	0	0	0	0	0	RHD, MH			SF	M, Co, in need
97	G5:O4:PG1:p3: Reconstruction of health centres in Zogaj and Shirokë	2,500,000	20,000	0	0	0	0	0	0	0	0	RHD, MH			SF	LC, P
98	G5:O4:PG1:p4: Construction of a new health centre in Vojo Kushi	3,000,000	24,000	0	0	0	0	0	0	0	0	RHD, MH			SF	M, Co
	Total	7,599,776,896	60,798,215		102,005,919		8,940,154		81,528,348		895,649,317					
	Percentage	100	100		1.41		0.12		1.12		12.34					

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

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

d. Matrix of prioritisation of projects

Project Priority No.	Project Code	Project Matrix No.	Project Title	Hard / Soft	Identified sources found (High/Medium/Low)	Guarantee found (Yes/No)	Expertise available (Yes/Possible/No)	Implemented previously (Yes/No)	Risk level (High/Medium/Low)	Target group (General/Specific/Small)	Fulfillment of objectives
1	G1:O3:PG1:p5	18	Establishment of a system for integrated management of Lake Shkodra ecosystem	H	H	Yes	Yes	No	L	G	3
2	G5:O3:PG1:p2	91	Development of a database, and relevant computer software, of all addresses in Shkodra	S	M	Yes	Yes	No	L	G	1
3	G3:O1:PG1:p3	49	Construction of a new library in Luigj Gurakuqi University	H	H	Yes	Yes	No	L	Sp	2
4	G1:O1:PG1:p1	1	Improvement of the electricity supply within Industrial Zone	H	H	Yes	Yes	Yes	H	Sp	3
5	G1:O3:PG1:p6	19	Make operational a lake transportation service between Shkodra and Virpazar, Montenegro	H	H	Yes	P	No	M	Sp	2
6	G1:O4:PG1:p1	20	Construction in the city of a public wholesale market place for fruit and vegetables	H	H	Yes	Yes	Yes	L	G	1
7	G4:O3:PG1:p1	67	Rehabilitation of the city's sewage pumping station	H	M	Yes	Yes	Yes	M	G	2
8	G1:O1:PG1:p4	4	Rehabilitation of road infrastructure within Industrial Zone	H	H	Yes	Yes	Yes	M	Sp	3
9	G4:O3:PG1:p2	68	Construction and rehabilitation of sewage discharge pipes	H	M	No	Yes	Yes	L	G	2
10	G4:O6:PG1:p1	81	Construction of a landfill for urban solid waste disposal	H	H	Yes	P	No	M	G	2
11	G4:O4:PG1:p3	73	Rehabilitation of the rest of the mains water distribution network	H	M	Yes	Yes	Yes	L	G	2
12	G3:O2:PG1:p1	56	Rehabilitation of Preng Jakova Middle School	H	M	No	Yes	Yes	M	Sp	3
13	G3:O2:PG1:p2	57	Rehabilitation of Skenderbeg 9-Year School	H	M	No	Yes	Yes	M	Sp	3
14	G3:O2:PG1:p3	58	Rehabilitation of Guerrile Kindergarten	H	M	No	Yes	Yes	M	Sp	3
15	G4:O2:PG1:p2	64	Reconstruction of pavements in 12 streets (Annex 4)	H	M	Yes	Yes	Yes	M	G	2
16	G4:O6:PG1:p3	83	Development of an awareness campaign 'Keep Shkodra Clean'	S	H	No	Yes	No	M	G	3
17	G5:O1:PG1:p1	84	Construction of a Youth Centre in the city	H	M	No	Yes	No	M	Sp	3
18	G2:O1:PG1:p6	36	Improvement of the environment of the Migjeni Theatre	H	M	No	Yes	Yes	L	G	2
19	G4:O2:PG1:p1	63	Reconstruction of 15 streets of the city (Annex 4)	H	M	No	Yes	Yes	M	G	2
20	G2:O1:PG1:p5	35	Increase the number of displays exhibited in the Archaeological Museum	H	M	No	Yes	Yes	M	G	1
21	G4:O3:PG1:p3	69	Improvement of sewage system maintenance technology	H	M	No	Yes	Yes	L	G	2
22	G2:O1:PG2:p5	44	Holding of an annual song contest	S	H	No	Yes	Yes	L	G	1
23	G1:O3:PG1:p1	14	Establishment of a board to facilitate an increase in and strengthening of cross-border cooperation	S	H	Yes	Yes	No	M	G	1
24	G4:O3:PG1:p4	70	Construction of new pipelines for sewer system	H	M	No	Yes	Yes	L	G	2

Project Priority No.	Project Code	Project Matrix No.	Project Title	Hard / Soft	Identified sources found (High/Medium/Low)	Guarantee found (Yes/No)	Expertise available (Yes/Possible/No)	Implemented previously (Yes/No)	Risk level (High/Medium/Low)	Target group (General/Specific/Small)	Fulfillment of objectives
25	G5:O3:PG2:p1	92	Conducting of a survey to assess the current social situation for Shkodra residents	S	H	Yes	Yes	Yes	M	Sm	1
26	G5:O3:PG2:p2	93	Increase in the capacities of the municipal administration and local NGOs to provide social services	S	H	Yes	Yes	Yes	M	Sp	1
27	G2:O1:PG2:p4	43	Holding of a Carnival in Shkodra	S	H	No	Yes	Yes	L	G	1
28	G1:O2:PG1:p5	13	Conducting of a study on workforce supply and provision of training for businesses	S	H	No	Yes	Yes	L	Sp	2
29	G1:O5:PG1:p8	29	Production of information brochure on Shkodra's amenities and facilities, including hotels, transportation services, restaurants, etc.	S	H	Yes	Yes	No	L	G	2
30	G5:O3:PG2:p3	94	Construction of 3 social centres for marginalised community groups and provision of social services in partnership with local NGOs	S	H	Yes	Yes	No	M	G	1
31	G2:O1:PG1:p4	34	Periodic numismatics exhibition of 'Monetary circulation in the region of Shkodra'	H	M	No	Yes	No	M	G	1
32	G4:O4:PG1:p1	71	Complete construction of mains water supply reservoirs in Tepe Hills	H	M	Yes	Yes	Yes	L	G	2
33	G4:O5:PG2:p2	77	Rehabilitation of Luigj Gurakuqi Park	H	H	Yes	Yes	Yes	L	G	2
34	G2:O1:PG1:p7	37	Rehabilitation of the city's Cultural Centre	H	L	No	Yes	No	M	G	2
35	G4:O1:PG1:p2	60	Development of a partial urban plan for the Shirokë – Zogaj area	S	L	Yes	Yes	No	M	Sp	2
36	G1:O3:PG1:p2	15	Preparation of an information package for foreign investors on trade and investment potential in Shkodra	S	H	No	Yes	No	M	Sp	1
37	G2:O1:PG2:p1	40	Establishment of a Commission for the Development of Art and Culture	S	M	No	Yes	No	M	G	1
38	G1:O5:PG1:p7	28	Development of a tourism marketing strategy for the city	S	H	No	Yes	No	M	G	1
39	G1:O5:PG1:p1	22	Development of a tourism strategy for the city of Shkodra	S	L	No	Yes	No	M	G	2
40	G2:O1:PG1:p3	33	Rehabilitation and periodic exhibition of the Museum's historical archive	H	M	No	P	No	M	G	1
41	G1:O1:PG2:p1	7	Development of a map of businesses operating in the Industrial Zone	S	H	Yes	Yes	No	M	Sp	1
42	G5:O4:PG1:p4	98	Construction of a new health centre in Vojo Kushi	H	M	No	Yes	Yes	M	Sp	3
43	G4:O5:PG1:p1	75	Rehabilitation of the greening of the city's main streets	H	M	Yes	Yes	Yes	M	G	2
44	G2:O1:PG2:p2	41	Establishment of a city orchestra	H	M	No	Yes	Yes	M	G	1

Project Priority No.	Project Code	Project Matrix No.	Project Title	Hard / Soft	Identified sources found (High/Medium/Low)	Guarantee found (Yes/No)	Expertise available (Yes/Possible/No)	Implemented previously (Yes/No)	Risk level (High/Medium/Low)	Target group (General/Specific/Small)	Fulfillment of objectives
45	G1:O5:PG1:p6	27	Development of a programme to encourage family- and eco-tourism in Shirokë and Zogaj	H	L	No	P	No	M	Sp	2
46	G4:O1:PG1:p1	59	Development of a comprehensive regulatory urban plan for the city	S	L	No	P	No	M	G	1
47	G2:O1:PG2:p6	45	Development and publication of promotional materials related to the cultural heritage of the city	S	H	No	Yes	Yes	M	Sm	1
48	G4:O6:PG1:p2	82	Improvement of the technology for collection, transportation and management of municipal solid waste	H	M	No	Yes	Yes	M	G	2
49	G1:O5:PG1:p3	24	Establishment of a network of hotels and restaurants in the city to improve their standards and diversify their services	S	L	No	Yes	No	M	G	2
50	G1:O1:PG1:p3	3	Rehabilitation of surface water drainage and sewage systems in Industrial Zone	H	M	No	Yes	Yes	M	Sp	3
51	G1:O1:PG1:p5	5	Installation of new telephone lines and renovation of existing network within Industrial Zone	H	M	Yes	Yes	Yes	L	Sp	2
52	G4:O5:PG3:p1	78	Construction of a new green space in the Xhabije residential area	H	M	Yes	Yes	Yes	L	G	2
53	G2:O1:PG2:p3	42	Holding of a Summer's Day festival in Shkodra	S	H	No	Yes	Yes	L	G	1
54	G1:O1:PG1:p6	6	Improvement and expansion of green spaces within Industrial Zone	H	M	No	Yes	Yes	M	Sp	3
55	G4:O2:PG1:p3	65	Reconstruction of the public lighting of 8 streets (Annex 4)	H	M	No	Yes	Yes	H	G	2
56	G1:O3:PG1:p4	17	Construction of a business fair centre	H	M	No	Yes	No	M	G	2
57	G1:O3:PG1:p3	16	Establishment of a regional business training centre	H	M	No	Yes	No	M	Sp	2
58	G4:O2:PG2:p1	66	Rehabilitation of 5 surface water drainage outlets from the city (Annex 4)	H	L	No	Yes	Yes	M	G	2
59	G5:O4:PG1:p3	97	Reconstruction of health centres in Zogaj and Shirokë	H	M	No	Yes	Yes	M	Sp	3
60	G5:O1:PG1:p4	87	Construction of an indoor athletics stadium	H	M	No	Yes	Yes	M	Sp	2
61	G1:O5:PG1:p4	25	Establishment of a trade centre for artisan products	H	H	Yes	Yes	No	M	Sm	2
62	G4:O1:PG1:p4	62	Development of an action plan for implementation of the comprehensive regulatory urban plan and partial urban plans	H	L	No	Yes	No	M	G	1
63	G1:O1:PG1:p2	2	Improvement of street lighting within Industrial Zone	H	M	No	Yes	Yes	H	Sp	3
64	G5:O4:PG1:p1	95	Reconstruction of community health centre in Tre Heronjt	H	M	No	Yes	Yes	M	Sp	3
65	G4:O4:PG1:p4	74	Installation of auxiliary equipment for mains water management	H	M	No	Yes	Yes	L	G	2
66	G5:O4:PG1:p2	96	Reconstruction of community health centre in Partizani	H	M	No	Yes	Yes	M	Sp	3
67	G4:O4:PG1:p2	72	Installation of new valves in the mains water distribution system	H	M	No	Yes	Yes	L	G	2

Project Priority No.	Project Code	Project Matrix No.	Project Title	Hard / Soft	Identified sources found (High/Medium/Low)	Guarantee found (Yes/No)	Expertise available (Yes/Possible/No)	Implemented previously (Yes/No)	Risk level (High/Medium/Low)	Target group (General/Specific/Small)	Fulfillment of objectives
68	G5:O1:PG1:p5	88	Construction of a wrestling gymnasium	H	M	No	Yes	Yes	M	Sm	2
69	G5:O2:PG1:p1	89	Organisation in the city of Spring and Autumn sports events, such as organised sports leagues, for elementary and secondary schools and for older age groups	S	L	No	P	No	M	Sp	2
70	G1:O2:PG1:p1	9	Establishment of a 'One-Stop-Shop' in Shkodra City Hall	S	L	No	Yes	No	L	Sp	1
71	G4:O5:PG3:p3	80	Construction of a green area in the Zdrle neighbourhood	H	L	No	Yes	Yes	M	G	2
72	G4:O1:PG1:p3	61	Development of partial urban plans for the areas of Mark Lulaj, Hardhijat e Egra and Zooteqnikë	S	L	No	Yes	No	M	Sm	1
73	G1:O2:PG1:p3	11	Establishment of a business services centre	H	M	No	Yes	No	M	Sp	1
74	G3:O1:PG2:p2	51	Development by the Economics and Law Faculty of Luigj Gurakuqi University of curricula for tourism and for public administration training	S	H	No	No	No	M	Sm	1
75	G1:O2:PG1:p4	12	Conducting of a survey and needs analysis of SMEs operating in the city	S	L	Yes	Yes	No	L	Sp	1
76	G1:O1:PG2:p2	8	Publication of promotional materials for businesses operating in the Industrial Zone	S	H	No	Yes	No	M	Sp	1
77	G1:O2:PG1:p2	10	Production of profiles of the most successful businesses in the city	S	M	No	Yes	No	M	Sp	1
78	G4:O5:PG2:p1	76	Rehabilitation of the green space by the Bazaar	H	L	No	Yes	No	M	G	2
79	G4:O5:PG3:p2	79	Construction of a new green space along Isuf Sokoli Street in the Bacja e Cakajve residential area	H	L	No	Yes	Yes	M	G	2
80	G1:O5:PG1:p9	30	Publication of a periodic magazine 'Tourism in Shkodra'	S	L	No	Yes	No	M	G	3
81	G1:O5:PG1:p5	26	Holding of periodic training sessions for capacity building of tourism agencies and businesses	S	L	No	No	No	M	Sp	2
82	G5:O1:PG1:p2	85	Rehabilitation of the sports facilities in the city's schools	H	L	No	P	Yes	H	Sp	3
83	G3:O1:PG1:p2	48	Construction of student residence at Luigj Gurakuqi University	H	L	No	Yes	Yes	H	Sp	2
84	G2:O1:PG1:p9	39	Restoration of traditional houses in the city	H	L	No	No	Yes	H	Sp	2
85	G3:O1:PG1:p1	47	Rehabilitation of existing, and construction of new, teaching facilities in Luigj Gurakuqi University	H	L	No	Yes	Yes	H	Sp	2
86	G1:O5:PG1:p2	23	Establishment of a Tourism Support Office in Shkodra City Hall	H	M	No	P	No	H	Sp	2
87	G5:O3:PG1:p1	90	Computerisation of the Civil Registry Office	S	L	No	No	No	H	G	1

Project Priority No.	Project Code	Project Matrix No.	Project Title	Hard / Soft	Identified sources found (High/Medium/Low)	Guarantee found (Yes/No)	Expertise available (Yes/Possible/No)	Implemented previously (Yes/No)	Risk level (High/Medium/Low)	Target group (General/Specific/Small)	Fulfillment of objectives
88	G3:O1:PG3:p3	55	Recruitment and development of qualified academic staff at Luigj Gurakuqi University to a level allowing for quality teaching and to the standards of the Bologna Declaration	S	L	No	No	No	H	Sp	1
89	G3:O1:PG3:p2	54	Establish a funding system at Luigj Gurakuqi University to support and increase research capacities and to ensure knowledge transfer in the field of regional economic development	S	L	No	P	No	H	G	1
90	G2:O1:PG1:p1	31	Preservation, restoration and development of the city's museum and its collection, as well as other historical, cultural items in the city	H	L	No	P	Yes	H	Sp	1
91	G2:O1:PG1:p2	32	Creation of a system for identification, valuation and purchasing of museum artefacts	S	L	No	P	Yes	H	Sp	1
92	G3:O1:PG3:p1	53	Development and implementation of a programme for exchange of scientific and technical knowledge between Luigj Gurakuqi University and universities in the region and elsewhere	S	L	No	P	Yes	H	Sp	1
93	G2:O1:PG1:p8	38	Promotion of the photograph collection of the Marubi Museum	S	L	No	P	Yes	H	Sp	1
94	G5:O1:PG1:p3	86	Construction of public and private sports facilities	H	L	No	P	Yes	H	Sp	1
95	G2:O1:PG2:p7	46	Preparation and publication of a calendar of annual cultural activities to be held in Shkodra	S	L	No	P	No	H	G	1
96	G1:O4:PG1:p2	21	Construction in the city of new fruit, vegetable, fish and meat retail market places	H	M	No	P	Yes	H	G	1
97	G3:O1:PG2:p3	52	Implementation of a distance learning project at Luigj Gurakuqi University	S	L	No	No	No	H	Sp	1
98	G3:O1:PG2:p1	50	Establishment of an Arts Academy at Luigj Gurakuqi University	S	L	No	P	No	H	Sp	1

e. Project fiches

No. 1	Project G1:O1:PG1:p1: Improvement of the electricity supply within Industrial Zone	Type of programme G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community								
Brief description of project Shkodra's Industrial Zone is equipped with a special electricity supply line, of 20 kW/h. There is an agreement between KESH, Shkodra Municipality and local businesses that this line should have a guaranteed 24 hour electricity supply, seven days a week. However, to use this service high voltage transformers have to be installed. KESH plans to equip each business with a transformer. Thus, it is necessary to build 28 cabins, while a general project foresees construction of 48 cabins for the manufacturing units that will start their activity in the near future.										
Expected results Guaranteed continuous electricity supply at satisfactory technical parameters Generation of new businesses in IZ Promotion of local resources in support of businesses, particularly in manufacturing Increased employment		Targeted groups Entrepreneurs of Shkodra Industrial Zone								
Possible actors TEULEDA (LED Agency in Shkodra) KESH BBSH (Shkodra Business Association)		Possible contributors to the project TEULEDA KESH BBSH								
Pre-conditions Agreement among KESH, TEULEDA and BBSH		Risk factors Construction of cabins is additional cost for all Enterprises rent facilities and view investment as redundant Poor coordinated negotiations between KESH and owners								
Estimated expenses <table><tr><td>Down payment to contractors (20.0%)</td><td>8,600,000 leke</td></tr><tr><td>Grant provided by KESH (46.5%)</td><td>20,000,000 leke</td></tr><tr><td>Loan provide by TEULEDA (33.5%)</td><td>14,400,000 leke</td></tr><tr><td>Total</td><td>43,000,000 leke</td></tr></table>			Down payment to contractors (20.0%)	8,600,000 leke	Grant provided by KESH (46.5%)	20,000,000 leke	Loan provide by TEULEDA (33.5%)	14,400,000 leke	Total	43,000,000 leke
Down payment to contractors (20.0%)	8,600,000 leke									
Grant provided by KESH (46.5%)	20,000,000 leke									
Loan provide by TEULEDA (33.5%)	14,400,000 leke									
Total	43,000,000 leke									
Contact person for project Ridvan Troshani										
Implementation period First phase, 3 months; second phase, 8 months		Impact period Many years								

No. 2	Project G1:O1:PG1:p2: Improvement of street lighting within Industrial Zone	Type of programme G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community
Brief description of project <p>The electricity power supply system in Shkodra has been and remains a problem in general for the city. The street lighting is particularly damaged and, for the Industrial Zone (IZ), is non-functional. Improvement of the lighting in this area will have a double impact: in connecting and bringing the IZ closer to the city and by helping to develop businesses locally. Lighting will be installed along one side of the main road in three parts of the IZ as follows:</p> <p>Road in Industrial Zone No. 1, about 1,360 m in length; Road in Industrial Zone No. 2, about 1,005 m in length; Road that connects these two industrial zones, about 375 m in length.</p>		
Expected results Increased safety Increased productivity through enabling businesses to apply shift work Improved quality of life for citizens		Targeted groups Businesses Local residents Employees
Possible actors Various donors Businesses operating in this area		Possible contributors to the project Donors Businesses Municipality
Pre-conditions Establishment of partnership between businesses and local government Gaining trust of donors		Risk factors Lack of collaboration between interested parties and local government Lack of donors Limited budget
Estimated expenses Industrial Zone No. 1 9,000,000 leke Industrial Zone No. 2 6,000,000 leke Industrial Zone No. 1&2 2,400,000 leke Total 17,400,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Six months		Impact period After project implementation

No. 3	Project G1:O1:PG1:p3: Rehabilitation of surface water drainage and sewage systems in Industrial Zone	Type of programme G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community
Brief description of project <p>In general, drainage of surface water and the sewage system of the city are based on a very old design and where the main sewers and canals are not covered. In recent years, new urban development has not been followed up by studies on the sewage or surface water collection systems, resulting in break down of the existing systems and many consequent serious problems created for the local population.</p> <p>The main collector in the Industrial Zone is about 0.6 km long. It begins at the crossroads near the School of Forestry and drains into mouth of the River Kir. This project will rehabilitate the whole system for Shkodra's IZ.</p>		
Expected results Rehabilitation of sewage and drainage systems in Shkodra's IZ Main drain of IZ functioning properly		Targeted groups Industrial Zone Local businesses Local residents
Possible actors Municipality Local businesses All businesses in city		Possible contributors to the project Municipality Local businesses All businesses in city
Pre-conditions Urban study of the area Approval by Municipal Council of project		Risk factors Lack of financing
Estimated expenses Total 37,200,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One year		Impact period After project implementation

No. 4	Project G1:O1:PG1:p4: Rehabilitation of road infrastructure within Industrial Zone	Type of programme G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community								
Brief description of project The chief objective of this project is the resurfacing of the three most important roads in the Industrial Zone, in order to improve transportation of goods and to increase the capacity of the businesses operating in the zone. Rehabilitation is targeted for three main roads: the road inside each sub-zone (IZ1 Road and IZ2 Road) and the road that connects them. IZ1 Road is the main road in Shkodra's Industrial Zone, bisecting it in two. This road serves all the IZ businesses and is the main artery for transportation of goods both within and outside of the Zone. It is also the main route into the city for goods coming from the north. More than thirty of the city's largest industries, such as wood processing, garment manufacture, etc, depend on this road for transportation of goods and for receiving raw materials. Currently, it is used by thousands of employees of these enterprises, by hundreds of high tonnage vehicles and by the population living to the north of the city. In contrast, IZ2 Road provides a direct connection among the most important residential areas of the city and after it leaves the IZ it connects with the main route for transport north of the city. Unfortunately, this whole road network is in very bad condition with less than 10% of it asphalted. In the winter months, the roads could be better described as a river with transportation almost impossible.										
Expected results Increased business transportation capacity Establishment of a healthy environment for development of new businesses Improved transportation for the city		Targeted groups Larger businesses operating outside of IZ Informal communities living within IZ All traffic entering or leaving city from the north								
Possible actors Municipality Local businesses Ministry of Territory Regulation and Tourism UNDP Regional Police Station		Possible contributors to the project Municipality Local businesses Ministry of Territory Regulation and Tourism UNDP								
Pre-conditions Development of technical projects		Risk factors Lack of financing								
Estimated expenses <table><tr><td>IZ1 Road</td><td>137,835,477 leke</td></tr><tr><td>IZ2 Road</td><td>137,835,477 leke</td></tr><tr><td>Road connecting IZ1 and IZ2</td><td>27,567,095 leke</td></tr><tr><td>Total</td><td>303,238,049 leke</td></tr></table>			IZ1 Road	137,835,477 leke	IZ2 Road	137,835,477 leke	Road connecting IZ1 and IZ2	27,567,095 leke	Total	303,238,049 leke
IZ1 Road	137,835,477 leke									
IZ2 Road	137,835,477 leke									
Road connecting IZ1 and IZ2	27,567,095 leke									
Total	303,238,049 leke									
Contact person for project Alfred Luleta, Director of Public Services Department										
Implementation period Two years		Impact period After project implementation								

No. 5	Project G1:O1:PG1:p5: Installation of new telephone lines and renovation of existing network within Industrial Zone	Type of programme G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community
Brief description of project The anticipated increase in the activity of local businesses, particularly in the industrial zone makes indispensable improvements to the telephone line infrastructure in this area. This project will enable the IZ to be equipped with a modern fully functional telephone system.		
Expected results Facilitated service provision and normal operation for businesses located or to be located in IZ Doubling of number of telephone numbers, from 150 to 300		Targeted groups Businesses in IZ Local community
Possible actors Albtelecom		Possible contributors to the project Albtelecom, Shkodra Branch
Pre-conditions Availability of technical project Availability of apparatus and other equipment		Risk factors Delayed privatisation process
Estimated expenses Total 30,000,000 leke		
Contact person for project Director of Albtelecom, Shkodra Branch		
Implementation period One year		Impact period After project implementation

No. 6	Project G1:O1:PG1:p6: Improvement and expansion of green spaces within Industrial Zone	Type of programme G1:O1:PG1: Provision of quality public services and infrastructure in the Industrial Zone, developed in partnership with the area's business community
Brief description of project The gardens in the old industrial area are damaged and have no greenery. This project aims to rectify this situation in order to create once again a green recreational area for residents of the zone, as well as for the people working in it. The recreational grounds have an area of 3,150 m ² . This rehabilitation project includes the planting of decorative trees (226 chestnut trees), re-sowing of grass (2,100 m ²), planting of hedgerows (200 metres) and the construction of 110 metres of concrete boundary.		
Expected results Improvement of recreational areas of IZ Reduced pollution of local environment		Targeted groups Community of Industrial Zone Local government
Possible actors Local government Community Donors		Possible contributors to the project Municipality Community
Pre-conditions Approval by Municipal Council of IZ green areas as priority investment Identification of donors Interest of local government and community in supporting project		Risk factors Limited budget
Estimated expenses Total 2,100,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One year		Impact period After project implementation

No. 7	Project G1:O1:PG2:p1: Development of a map of businesses operating in the Industrial Zone	Type of programme G1:O1:PG2: Promotion of the Industrial Zone
Brief description of project Ease of access to and exchange of useful information is a prerequisite to economic development. In the case of this project identifying and locating businesses by the public and by other businesses will be an important development for LED in Shkodra. Thus it is foreseen that the following information will be made available: Development of a complete database of businesses operating in the IZ; Identification of the addresses of the businesses; Development of a map showing the location of the businesses; Description of the accommodating capacities (land available for construction), both exploited and unexploited; Publication of the map.		
Expected results Useful information provided on businesses operating in municipal territory Useful guide for current and potential investors		Targeted groups Businesses Municipality
Possible actors Economic Development Centre Businesses Chamber of Commerce and Industry Municipality Region of Shkodra		Possible contributors to the project Economic Development Centre Businesses Chamber of Commerce and Industry Municipality Region of Shkodra Students from University Economics Faculty Donors
Pre-conditions Availability of existing information from municipality, Chamber of Commerce and tax department Ownership information available from offices of property registration in Shkodra		Risk factors Lack of financial resources to mobilise human resources
Estimated expenses Total 1,000,000 leke		
Contact person for project Nexhat Grezda, Director of Revenue Section		
Implementation period One year		Impact period One year (should be reflected every year)

No. 8	Project G1:O1:PG2:p2: Publication of promotional materials for businesses operating in the Industrial Zone	Type of programme G1:O1:PG2: Promotion of the Industrial Zone
Brief description of project This project will focus on the gathering of information on businesses with regard to: Type and duration of activity; Products offered; Current and targeted markets; Capacities and technological level of development; Photographing different aspects of the businesses and their activities, buildings, products, etc.; Compilation of materials, development and publication of promotional guides; Promotion and organisation of an exhibition of local and regional businesses.		
Expected results Improved marketing of businesses Increased number of products and in markets		Targeted groups Businesses
Possible actors Economic Development Centre Businesses Chamber of Commerce and Industry Municipality Region of Shkodra		Possible contributors to the project Economic Development Centre Businesses Chamber of Commerce and Industry Municipality Region of Shkodra Students of Economics Faculty Donors
Pre-conditions Existing database, map of extant businesses, new information from respective offices		Risk factors Lack of financial resources Informal market, unregistered businesses
Estimated expenses Total 400,000 leke		
Contact person for project Ridvan Sokoli, Director of Planning, Coordination and Public Information Sector		
Implementation period One year		Impact period After one year

No. 9	Project G1:O2:PG1:p1: Establishment of a 'One-Stop-Shop' in Shkodra City Hall	Type of programme G1:O2:PG1: Creation of novel activities and promotional materials to facilitate the development of new SMEs
Brief description of project <p>The purpose of this project is to establish a business enabling environment through opening an office in Shkodra City Hall that will provide a point of reference for entrepreneurs. The office will have the task of providing all necessary information on administrative procedures related to businesses.</p> <p>Through this office, business men and women will be able, in one place, to apply for licences and have available all information they might need concerning taxes and tariffs, infrastructure, incentives for investments and sites for locating their business, etc.</p>		
Expected results Simplification of administrative processes Business procedures available at single location Improved quality of service Increased transparency Increased efficiency of service provision Reduced bureaucracy Reduced corruption		Targeted groups Community Businesses Municipality
Possible actors Municipality		Possible contributors to project Municipality Potential donors
Pre-conditions Approval by City Council of programme to reduce administrative barriers for businesses and citizens		Risk factors None
Estimated expenses Total 2,000,000 leke		
Contact person for project Ridvan Sokoli, Director of Planning, Coordination and Public Information Sector		
Implementation period One year		Impact period After project implementation

No. 10	Project G1:O2:PG1:p2: Production of profiles of the most successful businesses in the city	Type of programme G1:O2:PG1: Creation of novel activities and promotional materials to facilitate the development of new SMEs
Brief description of the project The aim of the project is to present to other businesses the positive experiences of already functioning businesses through analyzing their challenges, difficulties and performances. The publication will be a summary of interviews with managers and supporting institutions, and will be illustrated with photographs, graphs and analysis.		
Expected results Improvement of local business practices Promotion of new businesses Improvement of Shkodra's business image		Targeted groups Businesses Public
Possible actors Chamber of Commerce and Industry TEULEDA Local government		Possible contributors to the project Chamber of Commerce and Industry TEULEDA Local government
Pre-conditions Availability of business information Desire of successful businesses to help prepare best possible presentation		Risk factors Inadequate budget Firms may object to publication of their results
Estimated expenses Total 500,000 leke		
Contact person for project Anton Leka, Chairman of Shkodra Chamber of Commerce and Industry Tel: 00355 224 2460; cel: 00355 69 2072150		
Implementation period 2005–2006		Impact period After one year

No. 11	Project G1:O2:PG1:p3: Establishment of a business services centre	Type of programme G1:O2:PG1: Creation of novel activities and promotional materials to facilitate the development of new SMEs
Brief description of project Shkodra's municipal staff collaborate with various community groups in preparing LED projects. Many project ideas are broad and include a range of interests of the community, institutions, organisations, businesses, etc. In special cases, the municipality makes the link between internal and external partners interested in business and facilitates the process using its powers. A specific centre will be set up by this project to identify problems, coordinate activities of the actors in order to define project ideas, develop project proposals to submit for funding and monitor project implementation. The centre will also undertake analysis that will precede development of strategies, special plans or projects, etc. It will also support collaboration among local government, businesses and the community, serving the interests of all.		
Expected results Real needs for economic development identified Project proposals developed professionally Financial support found for implementation Connections established with potential international partners		Targeted groups Business Community Local institutions
Possible actors Local government Local businesses State institutions Donors Experts		Potential contributors to the project Local government Local businesses Donors
Pre-conditions Interest of local government, businesses and other institutions in supporting idea Approval of Municipal Council Identification of interested parties Collaboration among local government, businesses and institutions		Risk factors Lack of financial resources Actors lack interest in collaborating
Estimated expenses Start up expenses 1,875,000 leke Operational costs 3,750,000 leke per year Total 5,625,000 leke (first year)		
Contact person for project Anton Leka, Chairman of Shkodra Chamber of Commerce and Industry		
Implementation period 2005		Impact period 2005 and ongoing

No. 12	Project G1:O2:PG1:p4: Conducting of a survey and needs analysis of SMEs operating in the city	Type of programme G1:O2:PG1: Creation of novel activities and promotional materials to facilitate the development of new SMEs
Brief description of project <p>The aim of this project is to raise awareness among the community, but particularly in the municipality, the city's institutions and the businesses themselves, of the real problems that Shkodra's business community is facing. By doing so, the community will become involved in the municipality's programmes that aim to resolve those problems in an ongoing process.</p> <p>To begin with this project will undertake a survey to identify the various problems for businesses and the various views on the future development of the city.</p>		
Expected results Raised awareness of and solving of business problems Definition of possibilities for development		Targeted groups Businesses of city Municipality
Possible actors Business community Municipality Chamber of Commerce and Industry TEULEDA		Possible contributors to the project Municipality
Pre-conditions Development of LED Strategy		Risk factors None
Estimated expenses Total 150,000 leke		
Contact person for project Anton Leka, Chairman of Shkodra Chamber of Commerce and Industry		
Implementation period 2005		Impact period After one year

No. 13	Project G1:O2:PG1:p5: Conducting of a study on workforce supply and provision of training for businesses	Type of programme G1:O2:PG1: Creation of novel activities and promotional materials to facilitate the development of new SMEs
Brief description of project <p>The goal of this project is to increase the professional qualification of the work force according to the needs of the market, while another specific objective is to outline the needs the local businesses have for a trained work force, qualified in specific areas. Training modules will be prepared according to the needs of the businesses.</p> <p>Forecast activities include the following:</p> <ul style="list-style-type: none"> Undertaking of a survey of city businesses with regard to their needs for qualifications of the work force in specific areas; Development of training modules; Delivery of training modules. 		
Expected results Qualified work force Work force needs of businesses satisfied Increased employment		Targeted groups Businesses Unemployed Employees
Possible actors City's professional middle schools Chamber of Commerce and Industry Regional Employment Agency TEULEDA		Possible contributors to the project Regional Employment Agency
Pre-conditions Experts in various areas Existence of Chamber of Commerce and Industry, TEULEDA, University		Risk factors None identified
Estimated expenses Total 500,000 leke		
Contact person for project Anton Leka, Chairman of Shkodra Chamber of Commerce and Industry		
Implementation period 2005–2006		Impact period According to needs

No. 14	Project G1:O3:PG1:p1: Establishment of a board to facilitate an increase in and strengthening of cross-border cooperation	Type of programme G1:O3:PG1: Establishment of structures to encourage and support cross-border activities		
Brief description of project As part of the implementation of a range of strategies and programmes for development of Albania's communities, one important mechanism is regional cross-border collaboration. Cross-border programmes and strategies have become very popular with regard to social and economic development of various regions in Europe, and this project aims to strengthen such relationships for the city and region of Shkodra. Several cross-border agreements already exist, at both the national and local levels, serving as a basis for intensification of the relationships among the communities that lie either side of Albania's northern borders, with Montenegro and Kosovo. Institutionalization of these relationships according to the standards and parameters of the EU will serve as a very important tool for improving the environment of our border cities, towns and villages, increasing their competitiveness. The planned activities include: The mayors of Shkodra, Ulqin and Ferizaj initiating contacts between the various municipalities and promoting the project; GTZ providing technical legal and economic assistance; Common cross-border projects subsequently being implemented.				
Expected results Various activities organised in Shkodra with Communes of Ulqin, Tivar, Podgorica, Ferizaj, Gjakova, etc. Economic development of border cities, towns and villages Improved cross-border relationships		Targeted groups Regional cross-border towns and villages Municipality		
Possible actors Municipalities of Shkodra, Ulqin and Ferizaj Border communes GTZ		Possible contributors to the project GTZ		
Pre-conditions Cross-border agreements among Albania, Montenegro and Kosovo Governments support the project Interest of other cross border municipalities Meeting between respective mayors		Risk factors Political relations among the three countries		
Estimated expenses <table><tr><td>Total</td><td>200,000 leke</td></tr></table>			Total	200,000 leke
Total	200,000 leke			
Contact person for project Ms. Zemaïda Kastrati, Expert in Foreign Affairs				
Implementation period 2005–2006		Impact period After one year		

No. 15	Project G1:O3:PG1:p2: Preparation of an information package for foreign investors on trade and investment potential in Shkodra	Type of programme G1:O3:PG1: Establishment of structures to encourage and support cross-border activities												
Brief description of project The project aims to prepare an informational package on the attractions offered by the region of Shkodra for starting up businesses here and to attract foreign investors.														
Expected results Creation of new image for the region Establishment of an open communications system for entrepreneurs, local institutions and potential partners Consolidated collaboration between region and foreign counterparts		Targeted groups Various industrialists, associations, chambers of commerce, international institutions, etc., interested in investing in Albania												
Possible actors TEULEDA Municipality Chamber of Commerce and Industry BBSH		Possible contributors to the project Chamber of Commerce and Industry Municipality												
Pre-conditions Exchange of information among institutions		Risk factors Lack of incentives for new businesses												
Estimated expenses <table><tr><td>Posters</td><td>400,000 leke</td></tr><tr><td>Information brochures</td><td>700,000 leke</td></tr><tr><td>Promotional CD</td><td>200,000 leke</td></tr><tr><td>Promotional postcards</td><td>100,000 leke</td></tr><tr><td>Leaflets</td><td>200,000 leke</td></tr><tr><td>Total</td><td>1,600,000 leke</td></tr></table>			Posters	400,000 leke	Information brochures	700,000 leke	Promotional CD	200,000 leke	Promotional postcards	100,000 leke	Leaflets	200,000 leke	Total	1,600,000 leke
Posters	400,000 leke													
Information brochures	700,000 leke													
Promotional CD	200,000 leke													
Promotional postcards	100,000 leke													
Leaflets	200,000 leke													
Total	1,600,000 leke													
Contact person for project Ridvan Troshani, Director of TEULEDA Agency														
Implementation period 2005		Impact period 2006 and ongoing												

No. 16	Project G1:O3:PG1:p3: Establishment of a regional business training centre	Type of programme G1:O3:PG1: Establishment of structures to encourage and support cross-border activities
Brief description of project This project aims at the construction of a training centre for managers of businesses operating in Shkodra. By being trained according to specific needs in particular areas, managers will be able to deal more professionally with their operations so that their businesses become more competitive in the market and more prepared to face the ever-increasing regional and global challenges.		
Expected results Better business performance Business needs for training and consulting covered Improved public information services		Targeted groups Local and regional businesses of northern Albania, Kosovo and Montenegro Public institutions and organisations The public
Possible actors Regional Chambers of Commerce and Industry Local and international business organisations Local and central governments		Possible contributors to the project Regional Chambers of Commerce and Industry Municipality Ministry of Economy Donors
Pre-conditions Trend towards regional integration Continuous increase in competitiveness as result of Albania’s economy becoming more and more open		Risk factors Small budget compared to amount of required investment Low interest of actors
Estimated expenses Construction costs Furniture and other office equipment Start-up expenses Total		 75,000,000 leke 12,500,000 leke 1,250,000 leke 88,750,000 leke
Contact person for project Anton Leka, Chairman of Shkodra Chamber of Commerce and Industry		
Implementation period 2005–2007		Impact period After two years

No. 17	Project G1:O3:PG1:p4: Construction of a business fair centre	Type of programme G1:O3:PG1: Establishment of structures to encourage and support cross-border activities								
Brief description of project Construction of a Fair Centre will help promote local and regional businesses. Through the holding of fairs new opportunities and services will become available to Shkodra’s business community. The centre will serve as a marketing centre, and the fairs will provide an important source of revenue for the municipality.										
Expected results Increased number of promotional events Improved image of businesses in Shkodra Professional services provided for businesses		Targeted groups Regional businesses The public								
Possible actors Local and central governments Regional Chambers of Commerce and Industry Local and international business organisations		Possible contributors to the project Regional Chambers of Commerce and Industry Municipality Ministry of Economy Donors								
Pre-conditions Common engagement of local actors Availability of state-owned land Ameliorated land and services		Risk factors Small budget Low interest of institutions and organisations								
Estimated expenses <table><tr><td>Improvement of land, sewerage; asphaltting of roads</td><td>50,000,000 leke</td></tr><tr><td>Electricity, water, phone connections</td><td>7,500,000 leke</td></tr><tr><td>Construction of buildings</td><td>27,500,000 leke</td></tr><tr><td>Total</td><td>85,000,000 leke</td></tr></table>			Improvement of land, sewerage; asphaltting of roads	50,000,000 leke	Electricity, water, phone connections	7,500,000 leke	Construction of buildings	27,500,000 leke	Total	85,000,000 leke
Improvement of land, sewerage; asphaltting of roads	50,000,000 leke									
Electricity, water, phone connections	7,500,000 leke									
Construction of buildings	27,500,000 leke									
Total	85,000,000 leke									
Contact person for project Anton Leka, Chairman of Shkodra Chamber of Commerce and Industry										
Implementation period 2006–2008		Impact period After two years								

No. 18	Project G1:O3:PG1:p5: Establishment of a system for integrated management of Lake Shkodra ecosystem	Type of programme G1:O3:PG1: Establishment of structures to encourage and support cross-border activities
Brief description of project <p>The overall project objective is to support Albania and Montenegro in employing a sustainable use of the natural resources of Lake Shkodra and its water basin. The aim is to reduce pollution and conserve the lake's biodiversity, preserving it as a natural ecosystem of international importance. To achieve these aims the project has a number of components:</p> <p>Development of a framework for cross-border management of the lake. This will consist of setting up legal and institutional components for its common management.</p> <p>Promotion of integrated management of the lake's natural resources and conservation of its biodiversity. Small competitive grants will be awarded to finance presentation of improved management practices of the lake's natural resources.</p> <p>Raising public awareness of the importance of the lake and its biodiversity. This component will highlight sustainable use of the lake's resources.</p> <p>Because of the complexity of the problems associated with the lake, the project will develop the issue of use of land and water together, through promoting collaboration, while the project will assist the governments of Albania and Montenegro implement a Strategic Plan for Lake Shkodra.</p>		
Expected results Legal institutional framework developed for management of lake Local and regional plans developed, implemented Management policies for forests, pastures and fishery improved Lake protected and its biodiversity preserved		Targeted groups In Albania: inhabitants of Shkodra, Koplik and rural area around lake In Montenegro: inhabitants of Podgorica, Virpazar and rural area around lake
Possible actors Governments of Albania and Montenegro World Bank Municipalities		Possible contributors to the project World Bank Co-financing from other donors Central government
Pre-conditions Memorandum of understanding Albania, Montenegro, May 2003 Memorandum of understanding, Albania, World Bank		Risk factors Sufficient funding Cooperation with Montenegro
Estimated expenses Total 500,000,000 leke		
Contact person for project Ministry of Environment		
Implementation period 2005–2010		Impact period 2007 and ongoing

No. 19	Project G1:O3:PG1:p6: Make operational a lake transportation service between Shkodra and Virpazar, Montenegro	Type of programme G1:O3:PG1: Establishment of structures to encourage and support cross-border activities
Brief description of project Boat transportation across Lake Shkodra has always been a very important element of the economic activity of the city. Communication among the residential areas around the lake was traditionally undertaken by boat and also along the River Buna to the Adriatic Sea. From 1945 to 1990, boat transportation across the lake declined significantly, in part through the closure of the country's borders with Yugoslavia. Nevertheless, boats were still used for fishing and transportation of fish, though passenger traffic stopped in 1980 and the vessels became redundant. In order to reactivate this means of transportation as a very important feature on the tourist calendar and as an economic means of transportation to and from and for trade with Montenegro, this project foresees the completion of the following activities: Reactivation of daily return boat trips between Shkodra and Shirokë and between Zogaj and Kraje and Virpazar; Reconstruction of the quays at Buna Bridge and in Zogaj; Management of this activity by a specialised enterprise.		
Expected results Increased number of visitors to Shkodra Economic development of Shirokë and Zogaj		Targeted groups Tourism sector Tourists Business communities in Shirokë and Zogaj Whole community
Possible actors Municipality Central government Commune of Venice UNOPS-PASARP		Possible contributors to the project Municipality Central government Commune of Venice UNOPS-PASARP
Pre-conditions Agreement between Montenegro and Albania with regard to boat transportation on Lake Shkodra Donation of two river or lake boats from Commune of Venice		Risk factors Lack of approval by respective parliaments of specific agreement
Estimated expenses Total 3,000,000 leke		
Contact person for project Ridvan Sokoli, Director of Planning, Coordination and Public Information Sector		
Implementation period One year		Impact period After project implementation

No. 20	Project G1:O4:PG1:p1: Construction in the city of a public wholesale market place for fruit and vegetables	Type of programme G1:O4:PG1: Strengthen the existing system of retail and wholesale public markets										
Brief description of project The objectives of this project are to promote and develop the marketing of Shkodra's agricultural produce, stimulate local production, improve the functioning of the wholesale agricultural market and increase the supply capacity. Currently, the wholesale fruit and vegetable market place is located totally inappropriately, at the city's southern entrance. The present marketplaces are unable to satisfy demand. Examples of inadequacy include inappropriate location, poor infrastructure and unlicensed competitors. The city's bypasses are unable to support the traffic load and traders sell outside of the designated areas. Furthermore, hygiene requirements are not followed and several essential facilities, such as toilets, water, electricity supply and car parking are totally absent. A new marketplace would consolidate all trading within one suitable, well-equipped location. The anticipated size of the market is some 17,200 m ² , accommodating 22 stores, 64 stalls and a parking lot for 108 vehicles of up to 7 tons. To manage the marketplace, the municipality will establish a company but will own 100 per cent of the company's shares.												
Expected results Increased local farming production Fresh high quality produce sold under hygienic conditions Regulation of city's retail and wholesale markets Increased turnover		Targeted groups Citizens Farmers Wholesalers and retailers Processing industry Municipality										
Possible actors Municipality Ministry of Agriculture and Food World Bank		Possible contributors to the project Municipality Ministry of Agriculture and Food World Bank										
Pre-conditions Agreement between central government and World Bank Feasibility study, and approval by Municipal Council, of market construction		Risk factors Lack of funding										
Estimated expenses <table><tr><td>Land</td><td>49,500,000 leke</td></tr><tr><td>Constructions and infrastructure</td><td>96,226,396 leke</td></tr><tr><td>Equipment</td><td>1,640,000 leke</td></tr><tr><td>Initial expenses</td><td>2,120,000 leke</td></tr><tr><td>Total</td><td>149,486,396 leke</td></tr></table>			Land	49,500,000 leke	Constructions and infrastructure	96,226,396 leke	Equipment	1,640,000 leke	Initial expenses	2,120,000 leke	Total	149,486,396 leke
Land	49,500,000 leke											
Constructions and infrastructure	96,226,396 leke											
Equipment	1,640,000 leke											
Initial expenses	2,120,000 leke											
Total	149,486,396 leke											
Contact person for project Ridvan Sokoli, Director of Planning, Coordination and Public Information Sector												
Implementation period One year		Impact period Three months after project implementation										

No. 21	Project G1:O4:PG1:p2: Construction in the city of new fruit, vegetable, fish and meat retail market places	Type of programme G1:O4:PG1: Strengthen the existing system of retail and wholesale public markets
Brief description of project <p>This group of projects will be developed according to the existing trade capacities of the Zdralej quarter of the city, aiming to systematise the activity of its small merchants. At the same time, the project aims to increase the flow of buyers, generating increased revenues for businesses and serving better, and creating possibilities for, the creation of new businesses.</p> <p>Currently, the existing infrastructure is very poor as a result of inappropriate urban planning, if any. Foreseeing, analyzing and raising awareness of relevant problems will provide for merchants the opportunity to participate in a process that will improve their infrastructure.</p>		
Expected results Increased local awareness of public services Increased number of customers in a new fruit and vegetable market Assisted regulation of the area Increased importance of a marketplace as a supporting element for LED Improved collection, analysis and dissemination of data in collaboration with Municipal Revenue Office		Targeted groups Farmers Local residents Municipality
Possible actors Various donors Farmers Municipality		Possible contributors to the project Municipality Donors
Pre-conditions Researched and developed technical plan for Zdralej fruit and vegetable retail market		Risk factors Lack of financing
Estimated expenses Total 4,500,000 leke		
Contact person for project Frederik Shiroka, Director of Urban Planning Department		
Implementation period 2005		Impact period 2006

No. 22	Project G1:O5:PG1:p1: Development of a tourism strategy for the city of Shkodra	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project <p>The goal of this project is to develop a strategy for the development of tourism in Shkodra.</p> <p>The project will analyse the LED strategy prepared by the Municipality in collaboration with the DELTA programme, in particular the SWOT analysis of the city's potential tourism development, and will determine the investment priorities and provide estimates on the targeted and likely numbers of visitors to the city. This will act as a guide for investments in this industry.</p>		
Expected results Tourism strategy developed for Shkodra Improved image of the city		Targeted groups Foreign and local tourists Investors
Possible actors University Municipality		Possible contributors to the project Municipality GTZ
Pre-conditions Availability of instructors and students trained in University's Department of Tourism		Risk factors Competition from neighbours Lack of donors
Estimated expenses Total		
Contact person for project Arjeta Troshani, Chief of Municipal Marketing and of Tourism Department		
Implementation period One year		Impact period Ongoing once implemented

No. 23	Project G1:O5:PG1:p2: Establishment of a Tourism Support Office in Shkodra City Hall	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project <p>The purpose of this project is to establish an office for support and coordination of tourism activities in the city. A great potential exists for sustainable development of various types of tourism locally, given Shkodra's rich archaeological, museum and historical artefacts, its surrounding nature, with the healthy attractive climate of Shirokë and Zogaj, sporting tradition and the presence on the doorstep of the largest lake in the Balkans and three rivers. The functions of the office will be:</p> <ul style="list-style-type: none"> Cooperation with other offices in stimulating effective tourism development; Following up the implementation of various projects that affect tourism development; Participation in national and international activities on tourism development; Establishment of contacts and relations with organisations implementing such projects or interested in tourism development locally; Initiation and following up of development of products promoting tourism. 		
Expected results Existing tourism businesses strengthened New businesses established Improved service standards		Targeted groups Tourism businesses
Possible actors Municipality University Tourism businesses		Possible contributors to the project Municipality GTZ
Pre-conditions Large potential for tourism development Existence of local tourism businesses		Risk factors Limited financial resources Limited political will of city council members
Estimated expenses Total 1,000,000 leke		
Contact person for project Ridvan Sokoli, Director of Planning, Coordination and Public Information Sector		
Implementation period Two months		Impact period After implementation of project

No. 24	Project G1:O5:PG1:p3: Establishment of a network of hotels and restaurants in the city to improve their standards and diversify their services	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project This project is aimed at the establishment of an association of hotels, bars, restaurants and travel agencies in the city of Shkodra in order to stimulate and support a sustainable development of tourism. The goal of the association will be to promote the city's tourism assets, organise various training programmes in the area of tourism, prepare and publish a wide range of tourism literature, from tourist guides to reference works and books related to tourism. The purpose of the association will be to transmit and exchange best experiences among tourism structures in the city, and elsewhere.		
Expected results Network of tourism structures established locally Tourism development promoted Best experiences exchanged among tourism structures		Targeted groups Tourist agencies Hotels Bars and restaurants University
Possible actors Travel agencies Hotels Bars and restaurants University		Possible contributors to the project Municipality GTZ
Pre-conditions Existence of associations in city		Risk factors Lack of financial support Lack of human resources for management of association
Estimated expenses Total 100,000 leke		
Contact person for project Arjeta Troshani, Chief of Municipal Marketing and Tourism Department		
Implementation period 2005		Impact period 2005 and in continuation

No. 25	Project G1:O5:PG1:p4: Establishment of a trade centre for artisan products	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project <p>Shkodra, despite being an ancient trading centre with rich traditions, has, since the fall of communism, still to fulfil the conditions required for the flourishing of a specialised market of hand crafted products. The market, and the demand for the market, still exists but it is not organised and consolidated. Thus, studies and projects for its establishment is a necessary and sufficient condition for changing this ancient aspect of Shkodra.</p> <p>The area to be studied has, in addition to a favourable broader geographical location, the important feature of being close to the old Bazaar of the city.</p> <p>It is essential that the project encompasses important service provision such as adequate parking spaces and bars, restaurants, banks, etc.</p> <p>Other important elements are the establishment of an exhibition and a fair.</p>		
Expected results Establishment and development of hand crafted products Economic development of the area Attraction of foreign and local tourists Increased number of services and businesses		Targeted groups Whole community Local and foreign tourists Businesses
Possible actors Municipality Ministry of Territory Regulation and Tourism Local businesses Donors NGOs		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism Local businesses Donors NGOs
Pre-conditions Existence of detailed urban and architectural projects Economic and tourism programmes prepared		Risk factors Limited financial resources
Estimated expenses Total 50,000,000 leke		
Contact person for project Ismail Bega, GTZ Economic Development Programme		
Implementation period One year		Impact period After project implementation

No. 26	Project G1:O5:PG1:p5: Holding of periodic training sessions for capacity building of tourism agencies and businesses	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project <p>The goal of this project is to raise awareness of contemporary concepts of business management, business plan development, marketing and communication with foreign tourists, and of bookings and accommodation made with computer software and systems. Training sessions will be organised with the participation of travel agencies, bars, hotels, development offices, tourism businesses, and will particularly focus on inclusion of women and young people.</p> <p>One purpose in holding the training sessions will be to improve service quality, and they will include courses on food preparation (to EU standards) and exchange of foreign experiences.</p> <p>During the training sessions teaching and promotional materials will be distributed, including use of audio-video, computers, etc.</p>		
Expected results Long-term development of tourism Improved quality of service provision in tourism structures		Targeted groups Foreign and local tourists Tourism agencies Hotels, bars and restaurants
Possible actors University Foreign trainers Tourism specialists		Possible contributors to the project Municipality University
Pre-conditions Availability of experienced trainers at the University		Risk factors Lack of financial resources Lack of trainers
Estimated expenses Total 200,000 leke		
Contact person for project Arejta Troshani, Chief of Municipal Marketing and of Tourism Department		
Implementation period Every six months		Impact period Immediately after the first training

No. 27	Project G1:O5:PG1:p6: Development of a programme to encourage family- and eco-tourism in Shirokë and Zogaj	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project <p>Family tourism is a very well developed industry in many places in western Europe. This project aims to adapt this idea to the tourism industry in Shkodra. It will focus on two pilot areas, in Zogaj and Shirokë, and prepare a few houses to act as models with respect to specific accommodation and service needs of tourists and also promote the traditions and culture of the region's famed hospitality.</p> <p>The goal of the project will be to promote unique aspects of the city that would support the development of this type of tourism, including the characteristic cuisine of the region, the life style, dress, farming and traditional cottage industry, handicrafts of the area, such as the carpets produced in Zogaj, etc.</p> <p>Many foreign tourists anticipate having such experiences on holiday and in Shkodra, where its traditions are well rooted, this tourism development will not require a relatively great deal of investment.</p> <p>This project will target the exchange of experiences with neighbouring countries, such as with Ulqin in Montenegro, where family tourism is the main form of tourism.</p>		
Expected results Developed family tourism Positive image of the city developed by developing unique aspects of the region Increased attractiveness of the city		Targeted groups Women to manage family tourism Local community Business community Tourists
Possible actors University Local trainers Representatives of Municipal Tourism Development office		Possible contributors to the project World Bank
Pre-conditions Availability of tourism development specialists at the University		Risk factors Competition from neighbours
Estimated expenses Total 1,000,000 leke		
Contact person for project Arjeta Troshani, Chief of Municipal Marketing and Tourism Department Luan Dervishi, GTZ Shpëtim Quku, GTZ		
Implementation period One year		Impact period Immediately after project implementation

No. 28	Project G1:O5:PG1:p7: Development of a tourism marketing strategy for the city	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project <p>The city of Shkodra has an excellent prospective with regard to tourism development. An initial step in developing this prospective into reality would be to provide easily accessible tourism information and make the city attractive for tourists.</p> <p>A promotional programme would consist of the compilation and distribution of information, particularly to tourist agencies, hotels, restaurants and all structures that contribute to the generation of the tourism image of the city, on policies for the development of tourism, priorities in publishing tourism guides, brochures, posters, video, audio and TV programmes, as well as gathering up-to-date information on services offered for tourists.</p> <p>To coordinate the activities in the project a Board for Development of Tourism will be set up.</p>		
Expected results <p>Increase in the number of local and foreign tourists visiting the city</p> <p>Building of a specific tourism image of the City of Shkodra</p> <p>Raising awareness among local and foreign tourists of attractions of the city</p>		Targeted groups <p>Local and foreign tourists</p> <p>Travel agencies</p> <p>Hotels and restaurants</p> <p>All structures that contribute to and deal with the development of tourism in Shkodra</p>
Possible actors <p>Office for Development of Tourism</p> <p>Board for Development of Tourism</p> <p>Local institutions</p> <p>Businesses related to tourism</p> <p>Local and international advertising agencies</p> <p>Media</p> <p>Donors</p> <p>Municipality</p> <p>University faculties</p>		Possible contributors to the project <p>Tourism businesses</p> <p>Municipality</p> <p>University</p> <p>Advertising agencies</p>
Pre-conditions <p>Existence of advertising agencies</p> <p>Presence of experts for development and marketing of tourism</p>		Risk factors <p>Lack of collaboration among actors</p> <p>Lack of financial support</p>
Estimated expenses Total 500,000 leke		
Contact person for project <p>Arjeta Troshani, Chief of Municipal Marketing and Tourism Department</p>		
Implementation period <p>2005–2006</p>		Impact period <p>Continuously</p>

No. 29	Project G1:O5:PG1:p8: Production of information brochure on Shkodra's amenities and facilities, including hotels, transportation services, restaurants, etc.	Type of programme G1:O5:PG1: Support and development of tourism infrastructure								
Brief description of project This project aims to install road signs and make available clear and accurate information regarding local and international transportation services available in Shkodra. The City will develop symbols indicating means of transport for inclusion on maps of the city. The symbols will also include advertisements of local businesses. At the same time the municipal public information and urban planning offices will publish a brochure that will provide information on all transportation services in the city, as well as other tourist information, emergency phone numbers, accommodation, etc. The brochures will be placed in transport hubs, hotels and restaurants around the city.										
Expected results Better provision of tourist information and means of transportation		Targeted groups Whole community Tourists								
Possible actors Urban planning and information office Public and private transportation businesses		Possible contributors to the project Municipality Local businesses								
Pre-conditions Information available on transportation services		Risk factors Lack of interest of local transportation businesses								
Estimated expenses <table><tr><td>Road signs (40,000 leke each, x 3)</td><td>120,000 leke</td></tr><tr><td>Installation</td><td>20,000 leke</td></tr><tr><td>Brochures (10 leke x 1,000 copies)</td><td>10,000 leke</td></tr><tr><td>Total</td><td>150,000 leke</td></tr></table>			Road signs (40,000 leke each, x 3)	120,000 leke	Installation	20,000 leke	Brochures (10 leke x 1,000 copies)	10,000 leke	Total	150,000 leke
Road signs (40,000 leke each, x 3)	120,000 leke									
Installation	20,000 leke									
Brochures (10 leke x 1,000 copies)	10,000 leke									
Total	150,000 leke									
Contact person for project Frederik Shiroka, Director of Urban Planning Office										
Implementation period Two months in 2006		Impact period On and after spring tourism season								

No. 30	Project G1:O5:PG1:p9: Publication of a periodic magazine <i>Tourism in Shkodra</i>	Type of programme G1:O5:PG1: Support and development of tourism infrastructure
Brief description of project The goal of this project is to publish a magazine entitled <i>Tourism in Shkodra</i> , which will present articles and information on the development of tourism, on ICT developments that could assist travel agencies and hotels with bookings and accommodation, foreign experiences in the development of tourism, etc.		
Expected results Increased number of visitors to Shkodra Provision of up-to-date information and ideas		Targeted groups Tourism structures Community Local government
Possible actors University Experts from local government		Possible contributors to the project Municipality University
Pre-conditions Presence of tourism specialists at University		Risk factors Lack of financial support
Estimated expenses Total 150,000 leke		
Contact person for project Arjeta Troshani, Chief of Municipal Marketing and Tourism Department		
Implementation period Every six months		Impact period Continuously after publication of magazine

No. 32	Project G2:O1:PG1:p2: Creation of a system for identification, valuation and purchasing of museum artefacts	Type of programme G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage										
Brief description of project This project aims to bring together a group of experts comprising historians, archaeologists, ethnographers and artists to identify in the city and region artefacts and items of historical and cultural value, to obtain estimates of the financial value of each item and to purchase them for inclusion in the archive of the city’s History Museum.												
Expected results Enrichment of archive of Shkodra History Museum		Targeted groups Historians Archaeologists Ethnographers Artists										
Possible actors Municipality International organisations Chamber of Commerce and Industry Business associations		Possible contributors to the project Museum staff and collaborators										
Pre-conditions General support for cultural and economic development Traditional culture continues in city Experience of museum staff		Risk factors Lack of financing										
Estimated expenses <table><tr><td>Purchase of artefacts</td><td>1,000,000 leke</td></tr><tr><td>Fees for experts</td><td>40,000 leke</td></tr><tr><td>Awareness-raising campaign</td><td>60,000 leke</td></tr><tr><td>Per diems, office equipment, transportation, phone, etc.</td><td>100,000 leke</td></tr><tr><td>Total</td><td>1,200,000 leke</td></tr></table>			Purchase of artefacts	1,000,000 leke	Fees for experts	40,000 leke	Awareness-raising campaign	60,000 leke	Per diems, office equipment, transportation, phone, etc.	100,000 leke	Total	1,200,000 leke
Purchase of artefacts	1,000,000 leke											
Fees for experts	40,000 leke											
Awareness-raising campaign	60,000 leke											
Per diems, office equipment, transportation, phone, etc.	100,000 leke											
Total	1,200,000 leke											
Contact person for project Maxhid Cungu, Director of History Museum												
Implementation period 2005–2006		Impact period 2006										

No. 33	Project G2:O1:PG1:p3: Rehabilitation and periodic exhibition of the Museum's historical archive	Type of programme G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage												
Brief description of project This projects aims at the rehabilitation and exhibition of Shkodra History Museum’s archive. This will be achieved through the creation of a team of historians from the Museum and University and other archive specialists. It will require determination of adequate essential space and the compiling of a more complete historical archive than exists at present. Meanwhile, artefacts currently held by the Museum will be restored, and a form of mobile exhibition will be determined.														
Expected results Scientific preservation of artefacts Dissemination to the public of Shkodra’s rich historical and cultural heritage		Targeted groups Historians in Shkodra Historians in Tirana Laboratory of Restoration and Archiving, Tirana												
Possible actors Municipality University Laboratory of Restoration and Archiving, Tirana		Possible contributors to the project Museum staff Municipality Ministry of Territory Regulation and Tourism												
Pre-conditions Availability of artefacts, documents, etc Relevant experience of staff and collaborators		Risk factors Uncertainty of financial resources Uncertainty with restoration of all objects												
Estimated expenses <table><tr><td>Shelving</td><td>150,000 leke</td></tr><tr><td>Labour costs</td><td>20,000 leke</td></tr><tr><td>Desks and chairs</td><td>25,000 leke</td></tr><tr><td>Display cabinets</td><td>50,000 leke</td></tr><tr><td>Others: allowances, transportation, etc.</td><td>30,000 leke</td></tr><tr><td>Total</td><td>275,000 leke</td></tr></table>			Shelving	150,000 leke	Labour costs	20,000 leke	Desks and chairs	25,000 leke	Display cabinets	50,000 leke	Others: allowances, transportation, etc.	30,000 leke	Total	275,000 leke
Shelving	150,000 leke													
Labour costs	20,000 leke													
Desks and chairs	25,000 leke													
Display cabinets	50,000 leke													
Others: allowances, transportation, etc.	30,000 leke													
Total	275,000 leke													
Contact person for project Maxhid Cungu, Director of History Museum														
Implementation period 2005–2006		Impact period During 2006 and afterwards												

No. 34	Project G2:O1:PG1:p4: Periodic numismatics exhibition of ‘Monetary circulation in the region of Shkodra’	Type of programme G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage												
Brief description of project The purpose of this project is to display the numismatic collection of the History Museum of Shkodra and to provide relevant information to the public. The exhibition will be held in the Museum and will include its archive of about 300 coins and medals dating back to the 3 rd century B.C. up until the present. The display will follow chronological order and will also be thematic, and will be presented in glass cabinets with respective explanations developed by the institution. The exhibition will also include the showing of a TV documentary. The exhibition could then be presented on a tour.														
Expected results Extensive study and documentation of museum’s numismatic collection Citizens of Shkodra, researchers and visitors will learn more of the history of the economic development of Shkodra		Targeted groups Academics Students Tourists												
Possible actors Shkodra History Museum Municipality Chamber of Commerce and Industry Archaeological Institute		Possible contributors to the project National Bank of Albania Foreign Banks Various foundations												
Pre-conditions Availability of exhibition facilities Presence of numismatic specialists Relevant literature available		Risk factors Uncertainty of financial resources												
Estimated expenses <table><tr><td>Construction of display cabinets</td><td>60,000 leke</td></tr><tr><td>Development and printing of numismatic guide</td><td>100,000 leke</td></tr><tr><td>Fees for experts</td><td>40,000 leke</td></tr><tr><td>Preparation of documentary film</td><td>60,000 leke</td></tr><tr><td>Television to show film at museum</td><td>40,000 leke</td></tr><tr><td>Total</td><td>300,000 leke</td></tr></table>			Construction of display cabinets	60,000 leke	Development and printing of numismatic guide	100,000 leke	Fees for experts	40,000 leke	Preparation of documentary film	60,000 leke	Television to show film at museum	40,000 leke	Total	300,000 leke
Construction of display cabinets	60,000 leke													
Development and printing of numismatic guide	100,000 leke													
Fees for experts	40,000 leke													
Preparation of documentary film	60,000 leke													
Television to show film at museum	40,000 leke													
Total	300,000 leke													
Contact person for project Maxhid Cungu, Director of History Museum														
Implementation period Two months		Impact period One month after opening of exhibition and ongoing												

No. 35	Project G2:O1:PG1:p5: Increase the number of displays exhibited in the Archaeological Museum	Type of programme G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage														
Brief description of project The goal of this project is to add an additional, third, exhibition room on the ground floor of the Oso Kuka House and thus create a larger space for display of the museum’s archive. The room will be connected to the two other rooms through an internal door. The artefacts will be exhibited in the same way as at present, inside metal and glass displays in the style of Italian architect Giacomo Pirazzoli. Display lighting will also be the same, using a 12 V system.																
Expected results Increased number of visitors Increased revenues for the museum		Targeted groups Academics Students Tourists														
Possible actors Shkodra History Museum Municipality Ministry of Culture, Youth and Sports		Possible contributors to the project University of Florence, Italy														
Pre-conditions Availability of experienced specialists Site well prepared Existence of detailed project		Risk factors Uncertainty of financial resources														
Estimated expenses <table><tr><td>Rehabilitation of existing display</td><td>300,000 leke</td></tr><tr><td>Preparation of glass cabinets</td><td>30,000 leke</td></tr><tr><td>Installation of 12 V lighting system</td><td>80,000 leke</td></tr><tr><td>Repairs to cobbled walkway</td><td>30,000 leke</td></tr><tr><td>Door installation</td><td>10,000 leke</td></tr><tr><td>Labour costs</td><td>25,000 leke</td></tr><tr><td>Total</td><td>475,000 leke</td></tr></table>			Rehabilitation of existing display	300,000 leke	Preparation of glass cabinets	30,000 leke	Installation of 12 V lighting system	80,000 leke	Repairs to cobbled walkway	30,000 leke	Door installation	10,000 leke	Labour costs	25,000 leke	Total	475,000 leke
Rehabilitation of existing display	300,000 leke															
Preparation of glass cabinets	30,000 leke															
Installation of 12 V lighting system	80,000 leke															
Repairs to cobbled walkway	30,000 leke															
Door installation	10,000 leke															
Labour costs	25,000 leke															
Total	475,000 leke															
Contact person for project Maxhid Cungu, Director of History Museum																
Implementation period Two months		Impact period On implementation of project and ongoing														

No. 36	Project G2:O1:PG1:p6: Improvement of the environment of the Migjeni Theatre	Type of programme G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage
Brief description of project The goal of this project is to bring the environment of the Migjeni Theatre up to contemporary standards. This theatre is the main cultural and artistic institution of the city, and was constructed in the 1950s in a Russian style. In this theatre the best actors and actresses in the city and country have performed. These actors and actresses have also shown their talents in the international arena as well. The lack of a maintenance budget and new requirements for hosting contemporary artistic activities make investments in the theatre's infrastructure essential. UNOPS-PASARP have invested in the rehabilitation of the building. Nevertheless, many aspects of the environs of the theatre require renovation, such as installing reliable lighting, electricity, heating and audio systems.		
Expected results Quality, modern lighting system Quality voice system Dependable electricity supply Quality heating system		Targeted groups Performing artists Whole community Tourists
Possible actors Municipality Business community Various international institutions		Possible contributors to the project Ministry of Youth, Culture and Sports Local government
Pre-conditions Restoration of the building		Risk factors Lack of funding
Estimated expenses Lighting system Voice system Electricity generator Air conditioning system Total		 9,789,000 leke 1,046,875 leke 3,125,000 leke 6,250,000 leke 20,210,875 leke
Contact person for project Lorenc Mosi, Director of Migjeni Theatre		
Implementation period Year 2006		Impact period Ongoing after project implementation

No. 37	Project G2:O1:PG1:p7: Rehabilitation of the city's Cultural Centre	Type of programme G2:O1:PG1: Good administration and display in Shkodra of the city's cultural heritage
Brief description of project The Municipality aims to bring back into function the city's Cultural Centre in order to serve better the needs of its citizens. This projects aims to do this through the following: Repairing the gate of the centre; Repairing the stairs; Rehabilitating the centre's third floor; Purchasing equipment for the centre.		
Expected results Rehabilitated Cultural Centre Equipment installed in Centre Increased use of centre		Targeted groups Whole community
Possible actors Municipality Various donors		Possible contributors to the project Municipality Various donors
Pre-conditions Availability of a technical project		Risk factors Lack of funding
Estimated expenses Total 6,375,883 leke		
Contact person for project Reshat Zaganjori, Director of Cultural Centre		
Implementation period One year		Impact period After project implementation

No. 40	Project G2:O1:PG2:p1: Establishment of a Commission for the Development of Arts and Culture	Type of programme G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events								
Brief description of project This project will require two separate steps: identification of the needs of the arts community in Shkodra and the establishment of an effective arts commission. In the first step, the Municipality will work with university students and hold meetings and discussions with members of the arts community with the aim of increasing participation in arts activities. Through such meetings and conferences the Municipality will assess the needs of the artistic community, including the use of a SWOT analysis. Based upon the information collected, the Municipality will create a team comprising members of the community, local institutions and the arts community at large. The aim of this team will be, using the information referred to above, to develop the vision, goals and capacities of an arts commission. The commission will be an organisation with consultative status. The board of directors will be appointed by the Mayor and Municipal Council. The commission will function as an independent body, whose aim will be to develop Arts in the City of Shkodra with the help of local artists and arts bodies.										
Expected results Increased capacity of local artists and arts institutions to develop local art and culture Increased financial resources for local artists City's cultural and historical heritage preserved Increased attractiveness of city for tourists		Targeted groups Members of local artistic community Citizens of the city								
Possible actors Local artists Local and national arts institutions Local and national government institutions NGOs International organisations		Possible contributors to the project Local artists Local and national arts institutions Local, national government institutions NGOs International organisations								
Pre-conditions Raised awareness of need for artistic development of city		Risk factors Poor coordination among actors Difficulty in raising funds								
Estimated expenses <table><tr><td>Needs assessment</td><td>70,000 leke</td></tr><tr><td>Consultancy costs</td><td>50,000 leke</td></tr><tr><td>Funds for commission budget</td><td>40,000,000 leke</td></tr><tr><td>Total</td><td>40,120,000 leke</td></tr></table>			Needs assessment	70,000 leke	Consultancy costs	50,000 leke	Funds for commission budget	40,000,000 leke	Total	40,120,000 leke
Needs assessment	70,000 leke									
Consultancy costs	50,000 leke									
Funds for commission budget	40,000,000 leke									
Total	40,120,000 leke									
Contact person for project Municipality										
Implementation period Year 2005		Impact period Immediate after project implementation								

No. 41	Project G2:O1:PG2:p2: Establishment of a city orchestra	Type of programme G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events
Brief description of project <p>The Municipality proposes the creation of a city Philharmonic orchestra, to be composed of 20 musicians and 20 singers selected from the teachers and students of the School of Music, as well as from other musicians in the city.</p> <p>The orchestra will work for six months a year, in two seasons: October to December, and April to June. It will give at least four significant concerts during the year.</p> <p>The orchestra will be managed by an artistic director and general manager, as well as by a board of directors, comprising members of the orchestra and members appointed by the Municipality. The board members will serve on a voluntary basis.</p>		
Expected results Musical identity of Shkodra protected and developed Art and music brought into the daily life of the city Importance of professional music performances in the city enhanced		Targeted groups City's community of musicians General public
Possible actors Municipality Preng Jakova Association		Possible contributors to the project Ministry of Culture Municipality Private citizens
Pre-conditions Availability of financial resources		Risk factors Limited capabilities and financial resources Lack of supportive capacity of the City
Estimated expenses Orchestra: 360,000 leke per month (6 months) 2,160,000 leke Administration: 40,000 leke per month (6 months) 240,000 leke Total 2,400,000 leke per year		
Contact person for project Ledja Dushi, Office of Culture in Municipality		
Implementation period Within two weeks of disbursement of funds		Impact period Autumn 2005

No. 42	Project G2:O1:PG2:p3: Holding of a Summer's Day festival in Shkodra	Type of programme G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events
Brief description of project <p>Originally a pagan celebration, Summer's Day is a day when people celebrate the greenness of the environment in which they live. In Shkodra they hang branches and garlands on the doors. This celebration of life has earned the city a reputation of being a place of flowers and greenery. Gardens are filled with various kinds of decorative flowers and plants, of which the most important is the bay tree. Although this tradition had waned in recent times it is now being revived.</p> <p>The duration of the project is planned for two and a half months, and will begin through dissemination of information on improving the landscape in schools, businesses and institutions. It will aim to create green areas near schools and improve the gardens of houses, etc. Meanwhile, a brochure on the history of this celebration and of horticulture in general will be prepared.</p>		
Expected results Creation of green areas near schools, institutions, residences, in private and public gardens, etc. Holding of horticulture fair and exhibition Improvement in city environment Preparation of brochure on horticulture Provision of assistance in gardening		Targeted groups Whole community
Possible actors Municipality Environment and ecological NGOs Regional Directorate of Education School directors Sponsors, local business people University Ministry of Environment		Possible contributors to the project Municipality Environment and ecological NGOs Families Regional Directorate of Education Business people, local and national companies
Pre-conditions Implementation of programme to increase surface area of green areas in city		Risk factors Lack of financial resource
Estimated expenses Total 2,000,000 leke		
Contact person for project Elena Zorba, Director of Municipal Department of Human Resources		
Implementation period Two and a half months		Impact period After project implementation

No. 43	Project G2:O1:PG2:p4: Holding of a Carnival in Shkodra	Type of programme G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events
Brief description of project <p>The purpose of this project is to create and facilitate the holding of an annual carnival, one that is felt and appreciated by the whole city and in which as many different forms of art as possible are involved.</p> <p>A carnival is a massive celebration and thus has to be well-organised and all-inclusive. Preparations must begin at least two months beforehand. It is planned that teams comprising representatives of the municipality, schools, regional authorities and business and art communities will be set up. Each team will work on their own project, but in cooperation with the other teams, providing advice and expertise to each other. Activities will include contributions from various NGOs, charitable organisations and businesses, and from different religious, ethnic and age groups.</p> <p>It is foreseen that the day before the carnival, various activities will take place, climaxing with an evening activity such as a concert, given by young folk singers. On the day of the carnival itself, the main activities will commence at City Hall, where the traditional satire competition and the burning of the Scarecrow will take place, and from where the parade will begin.</p>		
Expected results Improved quality of life for Shkodra's inhabitants Arts and entertainment stimulated, particularly for youth		Targeted groups Whole city Comedians Artists Musicians
Possible actors Municipality Regional Department of Education Children's Centre Ministry of Culture, Youth and Sports NGOs Sponsors Businesses Arlekeino mask workshop University		Possible contributors to the project Municipality Ministry of Culture, Youth and Sports Ministry of Education and Science Regional Department of Education NGOs Local and national businesses School governors
Pre-conditions Support and involvements of local artists and culture organisations		Risk factors Lack of financial resources
Estimated expenses Total 1,000,000 leke		
Contact person for project Elena Zorba, Director of Municipal Department of Human Resources		
Implementation period Two months		Impact period Immediately on implementation

No. 44	Project G2:O1:PG2:p5: Holding of an annual song contest	Type of programme G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events
Brief description of project The city of Shkodra has a proud tradition in the composition and performance of songs. When these characteristic songs are performed nearly everybody participates, not just the singers. Knowing Shkodra’s folk music very well, the staff of Pjeter Gaci Cultural Centre has prepared a project for the holding of an annual song contest, entitled ‘Traditional Songs of Shkodra City’, which will help preserve and pass on this unique tradition to future generations. It is planned for the city’s top ten singers to compete in a contest with two songs each, one of which will be of traditional composition. The activity is planned to last for two days, and guest artists and singers from around the country will be invited to participate.		
Expected results Enrichment of the city’s musical tradition with new compositions and performances Enlivening of the artistic life of the city		Targeted groups Municipality Pjeter Gaci Cultural Centre Supporters of the Songs of Shkodra City Association Migjeni Theatre
Possible actors Municipality Business community International organisations		Possible contributors to the project Businesses Municipal Youth, Culture and Sports Office
Pre-conditions Favourable artistic climate in Shkodra		Risk factors Availability of sufficient funding
Estimated expenses Artists Decorations, voice system, lighting Support: power generator, etc Total		 880,000 leke 10,000 leke 3,000 leke 893,000 leke
Contact person for project Reshat Zaganjori, Director of Pjeter Gaci Cultural Centre Bardhyl Hysa, Musical Director of Pjeter Gaci Cultural Centre		
Implementation period Every year		Impact period Ongoing

No. 45	Project G2:O1:PG2:p6: Development and publication of promotional materials related to the cultural heritage of the city	Type of programme G2:O1:PG2: Reintroduction and promotion of traditional historical and cultural events																
Brief description of project The Museum aims to begin republishing <i>Kumtari</i> , which is a respected cultural journal the publishing of which has been interrupted. Issue 9 will publish the findings of recent research into Pashko Vasën and Edith Durham, presented at conferences during 2005. In addition, two new catalogues will be published, one featuring archaeological finds made in the region of Shkodra and another featuring recent ethnographic research.																		
Expected results Improvement in publications and dissemination of information of interest to researchers, tourists, lay people, etc		Targeted groups Shkodra History Museum Institute of History, Tirana Central Archive of Albania Institute of Archaeological Research																
Possible actors Municipality Central Archive of Albania Chamber of Commerce and Industry Institute of Popular Culture		Possible contributors to the project Museum staff and internal and external collaborators																
Pre-conditions Organisation of two scientific sessions dedicated to Pashko Vasa and Edith Durham. Availability of many archaeological objects Availability of many objects of material culture		Risk factors Uncertainty of project financing																
Estimated expenses <table><tr><td>Editing and printing of <i>Kumtari</i></td><td>150,000 leke</td></tr><tr><td>Honorary fees for lecturers</td><td>50,000 leke</td></tr><tr><td>Preparing, editing Archaeology catalogue</td><td>400,000 leke</td></tr><tr><td>Honorary fees for adjunct collaborators</td><td>10,000 leke</td></tr><tr><td>Preparing, editing Cultural Heritage album</td><td>400,000 leke</td></tr><tr><td>Honorary fees for adjunct collaborators</td><td>10,000 leke</td></tr><tr><td>Office supplies</td><td>10,000 leke</td></tr><tr><td>Total</td><td>1,030,000 leke</td></tr></table>			Editing and printing of <i>Kumtari</i>	150,000 leke	Honorary fees for lecturers	50,000 leke	Preparing, editing Archaeology catalogue	400,000 leke	Honorary fees for adjunct collaborators	10,000 leke	Preparing, editing Cultural Heritage album	400,000 leke	Honorary fees for adjunct collaborators	10,000 leke	Office supplies	10,000 leke	Total	1,030,000 leke
Editing and printing of <i>Kumtari</i>	150,000 leke																	
Honorary fees for lecturers	50,000 leke																	
Preparing, editing Archaeology catalogue	400,000 leke																	
Honorary fees for adjunct collaborators	10,000 leke																	
Preparing, editing Cultural Heritage album	400,000 leke																	
Honorary fees for adjunct collaborators	10,000 leke																	
Office supplies	10,000 leke																	
Total	1,030,000 leke																	
Contact person for project Maxhid Cungu, Director of History Museum																		
Implementation period Years 2005–2006		Impact period 2006																

No. 49	Project G3:O1:PG1:p3: Construction of a new library at Luigj Gurakuqi University	Type of programme G3:O1:PG1: Improvement of infrastructure for accommodation, teaching and other student services at the university
Brief description of project Shkodra's Luigj Gurakuqi University does not have an adequate library to serve well either its students or teaching staff. This project aims to rectify this situation by building a library and furnishing it well and stocking it with a good resource of books. The library will have three storeys and a surface area of about 1,100 m ² . The library will be equipped with sufficient space for studying and for appropriate storage of books.		
Expected results Improvement in studying conditions		Targeted groups University students University staff
Possible actors Ministry of Education and Science		Possible contributors to the project Ministry of Education and Science
Pre-conditions Availability of technical project		Risk factors Not identified
Estimated expenses Total 58,522,532 leke		
Contact person for project Fatmir Vadahi, Vice President of University		
Implementation period One year		Impact period After project implementation

No. 50	Project G3:O1:PG2:p1: Establishment of an Arts Academy at Luigj Gurakuqi University	Type of programme G3:O1:PG2: Increase the quality and scope of the curriculum and teaching at the university
Brief description of project <p>The opening of an Arts Academy at Luigj Gurakuqi University aims at developing art in the city and also further afield. Such an institute would play an important role in the whole of northern Albania and would also contribute to the culture and regional development of Kosova and Montenegro.</p> <p>The initiative stems from the cultural tradition of Shkodra and the achievements of the Preng Jakova Middle School of Music over many years.</p> <p>There are people in the city qualified to staff the academy, though specific training will be required to increase the capacities of the academics. It would be very useful for the Academy initially to develop strong links with the Academy of Arts in Tirana and gradually build its own profile.</p> <p>It is anticipated that this academy would train instrumentalists, painters, dancers, actors, other artists and teachers, extending its influence to the local 9-year and middle schools.</p>		
Expected results Provision of stimulus and education to young artists in northern Albania Graduation of qualified artists Graduation of teachers of music, painting and acting Increased quality of life in the region		Targeted groups Artists of North Albania, Kosova and Montenegro
Possible actors Municipality Ministry of Education and Science Preng Jakova Middle School of Music Migjeni Theatre		Possible contributors to the project Municipality Ministry of Education and Science
Pre-conditions Availability of qualified art academics		Risk factors Insufficient funding
Estimated expenses Total 40,000,000 leke		
Contact person for project Qamil Gjyrezi, Head of City Council Commission for Art and Culture		
Implementation period One year		Impact period After implementation of the project

No. 51	Project G3:O1:PG2:p2: Development by the Economics and Law Faculty of Luigj Gurakuqi University of curricula for tourism and for public administration training	Type of programme G3:O1:PG2: Increase the quality and scope of the curricula and teaching at the university
Brief description of project This project has the goal of opening a Department of Tourism in the Faculty of Economics at Shkodra's Luigj Gurakuqi University. It will plan the development of a curriculum for an authentic department of tourism in accordance with the three-year system of the Bologna declaration. The objective will be the training of professors in advanced disciplines and teaching methods in the field of tourism and the enrichment of the library with appropriate books, achieving professional working practice placements for students and exchanging experiences with tourism faculties in other universities. The students will sit for the degree of Tourism Specialist.		
Expected results Development of human resources for tourism Qualitative development of tourism Enhancement of University Economics Faculty		Targeted groups University students University staff Whole community
Possible actors Economics Faculty of University Representatives of local and foreign tourism businesses Conference of German Rectors German Universities Italian Universities		Possible contributors to the project University Ministry of Education and Science
Pre-conditions Tourism specialists available in Economics Faculty Connections with foreign universities		Risk factors Lack of financial resources
Estimated expenses Total 2,000,000 leke		
Contact person for project Arjeta Troshani, Chief of Municipal Marketing and Tourism Department		
Implementation period Three years		Impact period Immediately after project implementation

No. 56	Project G3:O2:PG1:p1: Rehabilitation of Preng Jakova Middle School	Type of programme G3:O2:PG1: Reconstruction of Shkodra's pre-university education facilities								
Brief description of project The art middle school Preng Jakova is the only such school in the whole of the north of Albania. It is very badly run down, never having been refurbished, and is currently unsuitable for teaching. Bearing in mind the good name that this school has created for itself over the years and that many of its past students have become successful, both in the country and abroad, and that it is unique in northern Albania, its reconstruction is very important. This project aims at rectifying this situation, through rehabilitating the building and equipping it with modern equipment and facilities for accommodating students from remote or distant parts of the country.										
Expected results Rehabilitated building Increased quality and attendance		Targeted groups Day students Boarding students								
Possible actors Local government Regional Department of Education Foreign donors		Possible contributors to project Municipality Ministry of Education and Science								
Pre-conditions Availability of project		Risk factors Insufficient municipal budget								
Estimated expenses <table><tr><td>Reconstruction</td><td>14,050,626 leke</td></tr><tr><td>Equipment</td><td>600,000 leke</td></tr><tr><td>Miscellaneous</td><td>300,000 leke</td></tr><tr><td>Total</td><td>14,950,626 leke</td></tr></table>			Reconstruction	14,050,626 leke	Equipment	600,000 leke	Miscellaneous	300,000 leke	Total	14,950,626 leke
Reconstruction	14,050,626 leke									
Equipment	600,000 leke									
Miscellaneous	300,000 leke									
Total	14,950,626 leke									
Contact person for project Department of Human Resources and Office of Education Regional Department of Education										
Implementation period One year		Impact period After project implementation								

No. 57	Project G3:O2:PG1:p2: Rehabilitation of Skenderbeg 9-Year School	Type of programme G3:O2:PG1: Reconstruction of Shkodra's pre-university education facilities								
Brief description of project The gymnasium of Skenderbeg Primary School is badly run down. Skenderbeg is the only primary school in this area of Shkodra and it has a large pool of potential students to draw from. Its reconstruction and refurbishing with modern sports equipment is a priority both for the school’s students and the local residents.										
Expected results Increased participation of students in sports activities		Targeted groups School pupils Community								
Possible actors Local government Regional Department of Education Foreign donors		Possible contributors to the project Ministry of Education and Science								
Pre-conditions Existence of project Demand by students and community		Risk factors Not finding funding								
Estimated expenses <table><tr><td>Repairs</td><td>1,626,900 leke</td></tr><tr><td>Gymnasium equipment</td><td>600,000 leke</td></tr><tr><td>Miscellaneous</td><td>200,000 leke</td></tr><tr><td>Total</td><td>2,426,900 leke</td></tr></table>			Repairs	1,626,900 leke	Gymnasium equipment	600,000 leke	Miscellaneous	200,000 leke	Total	2,426,900 leke
Repairs	1,626,900 leke									
Gymnasium equipment	600,000 leke									
Miscellaneous	200,000 leke									
Total	2,426,900 leke									
Contact person for project Department of Human Resources and Office of Education Regional Department of Education Principal’s Office at Skenderbeg School										
Implementation period One year		Impact period After project implementation								

No. 58	Project G3:O2:PG1:p3: Rehabilitation of Guerrile Kindergarten	Type of programme G3:O2:PG1: Reconstruction of Shkodra's pre-university education facilities								
Brief description of project Guerrile Kindergarten is in the Dudas area of Shkodra. The whole facility is very badly damaged and is not fit for children to be cared for or taught on its premises. Unfortunately, it is the only kindergarten in the area and is much in demand. This project aims at repair of the building, the classrooms, toilets, hall and kitchen.										
Expected results Repaired kindergarten Creation of excellent conditions for local pre-school children		Targeted groups Children Community								
Possible actors Local government Foreign donors, organisations, local businessmen, residents		Possible contributors to the project Ministry of Education and Science								
Pre-conditions Existence of project Request from the community		Risk factors Lack of funding								
Estimated expenses <table><tr><td>Repair work</td><td>1,598,195 leke</td></tr><tr><td>Furniture</td><td>500,000 leke</td></tr><tr><td>Teaching tools</td><td>250,000 leke</td></tr><tr><td>Total</td><td>2,348,195 leke</td></tr></table>			Repair work	1,598,195 leke	Furniture	500,000 leke	Teaching tools	250,000 leke	Total	2,348,195 leke
Repair work	1,598,195 leke									
Furniture	500,000 leke									
Teaching tools	250,000 leke									
Total	2,348,195 leke									
Contact person for project Municipal Department of Human Resources Municipal Office of Education Regional Department of Education										
Implementation period One year		Impact period After project implementation								

No. 59	Project G4:O1:PG1:p1: Development of a comprehensive regulatory urban plan for the city	Type of programme G4:O1:PG1: Improvement of the planning tools for urban development and management of the city
Brief description of project <p>In recent years, as in all other parts of the country, the region of Shkodra has been confronted with a massive migration of the population, looking for a better life in the city, and a chaotic economic transition. The result, also as in all other cities in Albania, has included the illegal construction of many buildings and an abuse of the territory of the city. A regulatory plan is the foundation upon which a city must develop if it is to function properly and as such it should define protected areas and artefacts of public interest, as well as areas that have yet to be planned.</p> <p>The aim of this project is to fill the gap and prepare a regulatory urban plan for the whole city.</p>		
Expected results Buildings developed in interest of the public Zoning of city		Targeted groups Whole community
Possible actors Municipality		Possible contributors to the project Municipality
Pre-conditions Appropriate data gathered for all economic activities undertaken in the city		Risk factors Lack of financial resources
Estimated expenses Total 15,000,000 leke		
Contact person for project Municipal Directorate of Urban Planning		
Implementation period No deadline		Impact period After development of partial plans

No. 60	Project G4:O1:PG1:p2: Development of a partial urban plan for the Shirokë – Zogaj area	Type of programme G4:O1:PG1: Improvement of the planning tools for urban development and management of the city
Brief description of project Shirokë and Zogaj are lakeside tourism venues located very close to the city of Shkodra. These beautiful places are used not only by Shkodra's citizens but also by other Albanians and foreign tourists. The partial urban plan for these areas foresees the improvement of the current conditions that exist there to make accommodation more attractive for tourists and to establish the foundations for sustainable development of the local economy while preserving the environment for future generations.		
Expected results Well-defined construction plans for local buildings of tourism value		Targeted groups Local and foreign tourists
Possible actors Municipality		Possible contributors to the project Municipality
Pre-conditions Appropriate data gathered on all activities in the area		Risk factors Lack of financial resources
Estimated expenses Total 3,000,000 leke		
Contact person for project Municipal Directorate of Urban Planning		
Implementation period Ten years		Impact period After approval of construction sites

No. 61	Project G4:O1:PG1:p3: Development of partial urban plans for the areas of Mark Lulaj, Hardhijat e Egra and Zootechnikë	Type of programme G4:O1:PG1: Improvement of the planning tools for urban development and management of the city
Brief description of project <p>The areas of Mark Lulaj, Hardhijat e Egra, Zootechnike are peripheral areas of the city of Shkodra, where a large number of people who migrated from underdeveloped and rural areas of the region are concentrated. The dwellings in these areas have been constructed irregularly, without reference to a study or plan and are scattered haphazardly. In fact the area has neither urban infrastructure nor social services.</p> <p>This project foresees the construction of urban infrastructure and the improvement of the living conditions for the population of these areas.</p>		
Expected results Construction of urban infrastructure and social services Improved quality of life for residents		Targeted groups Inhabitants of peripheral areas of city
Possible actors Municipality		Possible contributors to the project Municipality
Pre-conditions Appropriate data gathered for all activities in the area		Risk factors Lack of financial resources
Estimated expenses Total 9,000,000 leke		
Contact person for project Municipal Directorate of Urban Planning		
Implementation period Ten years		Impact period After approval of construction sites

No. 62	Project G4:O1:PG1:p4: Development of an action plan for implementation of the comprehensive regulatory urban plan and partial urban plans	Type of programme G4:O1:PG1: Improvement of the planning tools for urban development and management of the city
Brief description of project The implementation of changes defined in a General Regulatory Plan can be undertaken in a number of different ways. One of the best ways is through a Partial Plan of Implementation, through which better discipline can be exercised in the construction of buildings and other objects, in compliance with the Regulatory Plan. The function of the Partial Plan is to specify the limits defined in the Regulatory Plan, and at the same time it must not conflict with that plan. This project sets out to define such a plan in preparation for a normal development of the city.		
Expected results Standardisation of specific zones		Targeted groups Communities in specific areas of Shkodra
Possible actors Municipality		Possible contributors to the project Municipality
Pre-conditions Appropriate data gathered for all activities to be undertaken in the area, as well as the definitions prepared for the General Regulatory Plan		Risk factors Lack of financial resources
Estimated expenses Total 3,000,000 leke		
Contact person for project Municipal Directorate of Urban Planning		
Implementation period Ten years		Impact period After approval of construction sites

No. 63	Project G4:O2:PG1:p1: Reconstruction of 15 streets of the city (Annex 4)	Type of programme G4:O2:PG1: Rehabilitation of the city's street system
Brief description of project Reconstruction of the roads in Shkodra is one of the most important projects for the city. This project aims at reconstructing the city's streets to top quality for improved traffic flow within the city and for increased safety for its citizens. The whole community will benefit from a more regulated and improved traffic flow, increased safety for pedestrians and improved quality of the environment. Most roads in Shkodra are badly damaged, with potholes, cracks and deformations, and many are not asphalted at all. Given their poor condition it is planned to pave the roads with asphalt after ensuring they have sturdy foundations. It is planned to reconstruct and resurface the following roads: Ring road, from Tophanë to Kiras to Rus, Skënderbeg Road, road from southern entrance to city below Rozafa Castle to Xhabije, Alqi Kondi Road, Ali Këlmendi & Leke Dugagjini Road, New Market, road from Thive Bridge to Railway Bridge, road from former Artisan Enterprise to former Silk Enterprise, Guerrile Road, Anti-communist Revolution in Hungary 1956 Road, Justin Godard Road, Bajram Curri Road, Halit Bajraktari Road, Tahsim Bërdica Road, Daut Boriçi Road.		
Expected results Improved circulation in the roads system Improved safety for citizens Improved quality of environment		Targeted groups Residents and businesses located along these roads Whole city
Possible actors Municipality Local businesses		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism
Pre-conditions Urban studies for the areas Approval by Shkodra Municipal Council		Risk factors Lack of sufficient financial resources
Estimated expenses Total 1,151,063,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Five years		Impact period After project implementation

No. 64	Project G4:O2:PG1:p2: Reconstruction of pavements in 12 streets (Annex 4)	Type of programme G4:O2:PG1: Rehabilitation of the city's street system
Brief description of project <p>One of the most effective ways of improving the quality of life for the residents of Shkodra would be to improve the quality of the city's roads. Roads such as Bujar Bishanaku, Daut Borici and Muhamet Gjolllesha are in very poor condition but are nevertheless main roads in the city. This project aims at the reconstruction of pavements of these and other roads, leading to improved safety for Shkodra's citizens.</p> <p>The pavements are all in bad condition, with holes and broken paving, and in some cases they are not paved at all, or are unusable, and often have no street lighting, etc. Given this situation it is planned to rehabilitate the pavements with slabs or asphalt. In some areas the pavements will be completely reconstructed, with improved drainage and lighting systems also installed.</p> <p>The whole community will benefit from this project, with improved safety for pedestrians, improved street lighting and improved quality of environment with a reduction in pollution.</p>		
Expected results Improved traffic and pedestrian circulation Improved level of safety for citizens Improved quality of environment		Targeted groups Residents and businesses along these roads Whole city
Possible actors Municipality Local businesses		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism
Pre-conditions Urban studies for the areas Approval by Municipal Council		Risk factors Lack of financial resources
Estimated expenses Total		
To be determined		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Two years		Impact period After project implementation

No. 65	Project G4:O2:PG1:p3: Reconstruction of the public lighting of 8 streets (Annex 4)	Type of programme G4:O2:PG1: Rehabilitation of the city's street system
Brief description of project Shkodra's main roads are not only used by cars but also by pedestrians. Currently, walking at night is hazardous because there is no functioning street lighting. This project will install lighting along eight streets in residential areas, and thus increase the level of public safety. Improved lighting will also brighten the city at night and facilitate extended business opening hours. New electrical cables will be installed and the existing streetlights will be repaired with new lights installed where required.		
Expected results Brightening of city at night Extension of business opening hours Improved quality of life		Targeted groups Community Businesses Local government
Possible actors Various donors Community Local businesses		Possible contributors to the project Municipality KESH (Albania Electricity Corporation)
Pre-conditions Creation of partnership between local government, businesses and community Raised community awareness of preserving and not damaging service investments Trust of donors		Risk factors Poor cooperation among stakeholders and local government Lack of donors Limited budget
Estimated expenses Total 52,040,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Year 2006		Impact period During 2006 and afterwards

No. 66	Project G4:O2:PG2:p1: Rehabilitation of five surface water drainage outlets from the city (Annex 4)	Type of programme G4:O2:PG2: Rehabilitation of the city's water drainage system
<p>Brief description of project</p> <p>In general, the city's main drainage system is of a very old design and the collectors are uncovered. The recent informal urban expansion and development has not been preceded by an urban study for surface water drainage. The system already in place has thus been overloaded, and not even been preserved, causing serious problems for the whole city.</p> <p>In 1997, under the framework of <i>Rehabilitation of the water supply and collection</i> project in Shkodra, financed by the Austrian Government, it was determined that 33 km of main collectors would be constructed, at a cost of about 10 million euros.</p> <p>According to that project, priority interventions (totalling 5.36 km) were to be made in the following:</p> <ul style="list-style-type: none"> The collector in Ali Kelmendi Road, length 1.4 km, starting at the Austrian collector and ending at the Migjeni Theatre; The collector in Mujo Ulqinaku Road, length 1.2 km, starting in Tophane and ending in Ndocej, near Salo Halili School; The exit collector in Kiras, at the first ring-road exit, length 0.7 km, starting at Karvane Road and ending at Buna Field; The farm collector, length 1 km, starting at the former Silk Factory to the School of Construction, under Kercile Bridge and ending at Bassar Bridge. 		
Expected results Rehabilitation of Shkodra's drainage system		Targeted groups All (110,000) inhabitants of city
Possible actors Municipality		Possible contributors to the project Central government
Pre-conditions Urban study of area Approval by Shkodra Municipal Council		Risk factors Lack of financial resources
Estimated expenses Total 181,040,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One year		Impact period Immediately following implementation

No. 67	Project G4:O3:PG1:p1: Rehabilitation of the city's sewage pumping station	Type of programme G4:O3:PG1: Rehabilitation of the city's sewer system										
Brief description of project Shkodra’s sewage system is designed in such a way that the sewage is drained by a Pumping Station located at the southern entrance to the city (in the Liria district) into the River Drin 300 m from Bahçallaku Bridge. Shkodra rarely has electricity in the day and thus the Pumping Station is rarely in operation. Moreover, one power supply line delivers electricity both to the Pumping Station and to the surrounding residential area. Thus, even when there is electricity, the high domestic consumption means that the supply at the station is too low for the pumps (3.5 kW; 380V) to work. As result, the city’s sewage usually flows directly into Lake Shkodra, in the area near to the wharf. It is estimated that some 9 million m ³ of untreated sewage enter Lake Shkodra each year, causing severe environmental damage and creating a serious health risk at the city’s main boulevard which runs alongside the wharf. This project foresees interventions in the sewage system as follows: Construction of a separate power supply for the pumping station; Rehabilitation of the sewage pumps; Purchase of auxiliary equipment for the station; Repairs made to the pumping station itself.												
Expected results Normal functioning of the city’s sewage pumping station		Targeted groups Inhabitants of the city Businesses Municipality										
Possible actors Municipality Ministry of Territory Regulation and Tourism Foreign Donors		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism KfW										
Pre-conditions Availability of technical project		Risk factors Lack of financial resources										
Estimated expenses <table><tr><td>500 kV / 20 kV transformer</td><td>900,000 leke</td></tr><tr><td>Pump rehabilitation</td><td>400,000 leke</td></tr><tr><td>Generator 2.5 kW 380V 1.5 tons</td><td>500,000 leke</td></tr><tr><td>Parts and labour</td><td>10,600,000 leke</td></tr><tr><td>Total</td><td>12,400,000 leke</td></tr></table>			500 kV / 20 kV transformer	900,000 leke	Pump rehabilitation	400,000 leke	Generator 2.5 kW 380V 1.5 tons	500,000 leke	Parts and labour	10,600,000 leke	Total	12,400,000 leke
500 kV / 20 kV transformer	900,000 leke											
Pump rehabilitation	400,000 leke											
Generator 2.5 kW 380V 1.5 tons	500,000 leke											
Parts and labour	10,600,000 leke											
Total	12,400,000 leke											
Contact person for project Alfred Luleta, Director of Public Services Department												
Implementation period Five months		Impact period After project implementation										

No. 68	Project G4:O3:PG1:p2: Construction and rehabilitation of sewage discharge pipes	Type of programme G4:O3:PG1: Rehabilitation of the city's sewer system
Brief description of project A length of about 40 metres of the concrete main sewage discharge pipe (Ø1000) that enters into the River Drin is badly damaged and not functioning, as is the discharge gate into the lake, which opens in the absence of electricity (i.e. virtually always open) and during the winter when the level of the lake and the River Buna is raised. This project aims at the overall rehabilitation of Shkodra's sewerage system, at the reduction of environmental damage and improved hygiene conditions in the city.		
Expected results Normal functioning of pumping station		Targeted groups Inhabitants of the city Businesses Municipality
Possible actors Municipality Ministry of Territory Regulation and Tourism Foreign Donors		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism KfW
Pre-conditions Availability of technical project		Risk factors Lack of financial resources
Estimated expenses		
Installation of concrete piping Ø1000		400,000 leke
Installation of metal gate 1 x 2 m		200,000 leke
Total		600,000 leke
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One month		Impact period After project implementation

No. 69	Project G4:O3:PG1:p3: Improvement of sewage system maintenance technology	Type of programme G4:O3:PG1: Rehabilitation of the city's sewer system								
Brief description of project All the primary, secondary and tertiary sewerage systems in Shkodra are filled with rubbish. Meanwhile, the maintenance machinery currently available to the city is inadequate and damaged. In order to clean the sewerage network properly and to maintain it in future, two pump trucks, two unblocking trucks and two transport trucks are required. This project aims at providing the city with the means to put back into operation and maintain its sewerage system. This project will relieve a potentially highly dangerous situation for the residents of Shkodra.										
Expected results Improvement of the sewage system Improved environment in city Improved quality of life for city inhabitants		Targeted groups Whole community Businesses Municipality								
Possible actors Municipality Ministry of Territory Regulation and Tourism Foreign Donors		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism KfW								
Pre-conditions Existence of feasibility study		Risk factors Lack of financial resources								
Estimated expenses <table><tr><td>Unblocking trucks (5million leke) x 2</td><td>10,000,000 leke</td></tr><tr><td>Pumping trucks (5 million leke) x 2</td><td>10,000,000 leke</td></tr><tr><td>Transport trucks (500,000 leke) x 2</td><td>1,000,000 leke</td></tr><tr><td>Total</td><td>21,000,000 leke</td></tr></table>			Unblocking trucks (5million leke) x 2	10,000,000 leke	Pumping trucks (5 million leke) x 2	10,000,000 leke	Transport trucks (500,000 leke) x 2	1,000,000 leke	Total	21,000,000 leke
Unblocking trucks (5million leke) x 2	10,000,000 leke									
Pumping trucks (5 million leke) x 2	10,000,000 leke									
Transport trucks (500,000 leke) x 2	1,000,000 leke									
Total	21,000,000 leke									
Contact person for project Alfred Luleta, Director of Public Services Department										
Implementation period One year		Impact period After purchase of the trucks								

No. 70	Project G4:O3:PG1:p4: Construction of new pipelines for sewer system	Type of programme Q4:O2:PG1: Rehabilitation of the sewerage system								
Brief description of project The rehabilitation of the sewerage system of Shkodra is absolutely essential to improve the current poor sanitary conditions for the inhabitants of the city. The situation for the environment and for the spread of infectious disease is now critical and requires immediate remedial action. This project aims at improving, rehabilitating and replacing some parts of the existing system, totally reconstructing some parts in the secondary system and reconstructing the system in some residential areas.										
Expected results Improved sewerage system, with direct impact on environment and quality of life		Targeted groups Inhabitants of city Businesses Municipality								
Possible actors Municipality Ministry of Territory Regulation and Tourism Foreign Donors		Possible contributors to the project Municipality Ministry of Territory Regulation and Tourism KfW								
Pre-conditions Existence of feasibility study undertaken by Austrian experts		Risk factors Lack of funding								
Estimated expenses <table><tr><td>Enhancements</td><td>39,500,000 leke</td></tr><tr><td>Reconstruction of the secondary network</td><td>29,700,000 lake</td></tr><tr><td>Reconstruction in residential areas</td><td>4,200,000 leke</td></tr><tr><td>Total</td><td>73,400,000 leke</td></tr></table>			Enhancements	39,500,000 leke	Reconstruction of the secondary network	29,700,000 lake	Reconstruction in residential areas	4,200,000 leke	Total	73,400,000 leke
Enhancements	39,500,000 leke									
Reconstruction of the secondary network	29,700,000 lake									
Reconstruction in residential areas	4,200,000 leke									
Total	73,400,000 leke									
Contact person for project Alfred Luleta, Director of Public Services Department										
Implementation period Five years		Impact period After project implementation								

No. 71	Project G4:O4:PG1:p1: Complete construction of mains water supply reservoirs in Tepe Hills	Type of programme G4:O4:PG1: Rehabilitation of the mains water system
Brief description of project This project aims at connecting Shkodra's drinking water supply network to reservoirs holding a total volume of 15,800 m ³ of water. Management of the four reservoirs will be carried out from a central command room, which will be automated. The project foresees improved drinking water supplies for the city, improving considerably the quality of life in Shkodra.		
Expected results Increased quantity and duration of supply of drinking water for citizens of Shkodra		Targeted groups Inhabitants of city
Possible actors Austrian Government Municipality Ministry of Territory Regulation and Tourism		Possible contributors to the project Austrian Government Municipality Ministry of Territory Regulation and Tourism
Pre-conditions Existence of project and feasibility study for rehabilitation of Shkodra's drinking water supply system		Risk factors Lack of financial resources
Estimated expenses Grant from Austrian Government Total 700,000 euros		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Six months		Impact period After project implementation

No. 72	Project G4:O4:PG1:p2: Installation of new valves in the mains water distribution system	Type of programme G4:O4:PG1: Rehabilitation of the mains water system
Brief description of project The distribution network of Shkodra's drinking water has a number of valves in the system that serve to manage the flow rate and distribution of water to different areas of the city at any one time, including halting supply during emergency. Rehabilitation of the distribution network requires the replacement of old valves. This project foresees improvements made in the drinking water supply for the city and the creation of a better service for the customer.		
Expected results Improved drinking water delivery system Water conservation		Targeted groups Inhabitants of city
Possible actors Austrian Government Municipality Ministry of Territory Regulation and Tourism		Possible contributors to the project Austrian Government Municipality Ministry of Territory Regulation and Tourism
Pre-conditions Existence of project and feasibility study for rehabilitation of Shkodra's drinking water supply system		Risk factors Lack of financial resources
Estimated expenses Grant from Austrian Government Total		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Five years		Impact period After project implementation

No. 73	Project G4:O4:PG1:p3: Rehabilitation of mains water distribution network	Type of programme G4:O4:PG1: Rehabilitation of the mains water system
Brief description of project Shkodra's drinking water distribution and supply network is old and damaged. The demographic expansion of the city over the last decade and a half makes the construction of a new distribution system essential. This project foresees the improvement of the drinking water supply for the city and a better service provision for the customer.		
Expected results Improved drinking water supply and minimised losses in network		Targeted groups Inhabitants of city
Possible actors Austrian Government Municipality Ministry of Territory Regulation and Tourism		Possible contributors to the project Austrian Government Municipality Ministry of Territory Regulation and Tourism
Pre-conditions Existence of project and feasibility study for rehabilitation of Shkodra's drinking water supply system		Risk factors Lack of financial resources
Estimated expenses Total 30,000,000 euros		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Three years		Impact period After project implementation

No. 74	Project G4:O4:PG1:p4: Installation of auxiliary equipment for mains water management	Type of programme G4:O4:PG1: Rehabilitation of the drinking water system of the city
Brief description of project In order to improve the management and provision of an effective distribution of drinking water, it is necessary to install meters to monitor consumption. This project aims at the installation of meters at the water supply sources and pumping stations, as well as in homes, businesses and public institutions. The project foresees improvements made in the drinking water supply for the city in order to create a better service for the customer.		
Expected results Improved drinking water delivery system Conservation of water resources		Targeted groups Inhabitants of city
Possible actors Austrian Government Municipality Ministry of Territory Regulation and Tourism		Possible contributors to the project Austrian Government Municipality Ministry of Territory Regulation and Tourism
Pre-conditions Existence of project and feasibility study for rehabilitation of Shkodra's drinking water supply system		Risk factors Lack of financial resources
Estimated expenses Total 2,500,000 euros		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One year		Impact period After project implementation

No. 75	Project G4:O5:PG1:p1: Rehabilitation of the greening of the city's main streets	Type of programme G4:O5:PG1: Improved greening of the city's streets
Brief description of project <p>This project aims at the replacement of more than 1,200 decorative trees along eight main roads in the city, including: the road from Parrucë to Xhabiej, M. Barleti Road, Skënderbeg Road, the road to the theatre, Kiras Mehmet Road, Pashë Plaku Road, etc.</p> <p>The trees that will be planted will be likustra, lime, plane and chestnut. The saplings will be healthy and disease resistant.</p>		
Expected results Improved quality of life quality for citizens Improved environment Aesthetically improved roads in the city		Targeted groups Community Local government
Possible actors Community Local government Donors		Possible contributors to the project Municipality Community
Pre-conditions Interest of local government and community in supporting this idea Approval by Municipal Council of green areas as investment priority Willingness of donors to provide financial and technical support		Risk factors Limited budget
Estimated expenses Total 8,500,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Years 2005–2007		Impact period After 2005

No. 76	Project G4:O5:PG2:p1: Rehabilitation of the green space by the Bazaar	Type of programme G4:O5:PG2: Rehabilitation of the main public parks
Brief description of project <p>The park by the Bazaar area is one of the oldest green areas in the city. It is located between the main road that enters the city from the south and the boulevard that runs alongside the wharf on the River Buna. Currently, there are many illegal constructions on the site, which is also used as a waste tip by a community that has traditionally used the park for recreational and leisure activities.</p> <p>This project foresees the cleaning up of 17,000 m² of parkland, the installation of decorative benches and the planting of hedges and decorative trees and bushes to recreate an enjoyable environment for the citizens that will improve their quality of life.</p>		
Expected results Improved quality of life of citizens Improved environment		Targeted groups Community Local government
Possible actors Community Local government Donors		Possible contributors to the project Municipality Local community
Pre-conditions Interest of local government and community in supporting this idea Approval by Municipal Council of green areas as investment priority Willingness of donors to provide financial and technical support		Risk factors Limited budget
Estimated expenses Total 3,000,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Years 2005–2007		Impact period After 2006

No. 77	Project G4:O5:PG2:p2: Rehabilitation of Luigj Gurakuqi Park	Type of programme G4:O5:PG2: Rehabilitation of the city's main public parks
Brief description of project Luigj Gurakuqi Park is one of the oldest green areas in Shkodra City. Currently the park is home to several illegally constructed kiosks. This project plans to return the park to its former condition and status as a recreational place for residents, particularly for university students.		
Expected results Improvement of quality of life for Shkodra's citizens Improved environment Increase in size of green areas of the city		Targeted groups Residents Students
Possible actors Municipality Donors		Possible contributors to the project Region of Emilia Romano, Italy
Pre-conditions Urban study of the area Technical design		Risk factors Sufficient funding
Estimated expenses Total 13,640,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Six months		Impact period After implementation

No. 78	Project G4:O5:PG3:p1: Construction of a new green space in the Xhabije residential area	Type of programme G4:O5:PG3: Creation of new green sites in residential areas
Brief description of project <p>The residential areas of Shkodra City are furnished with recreational green areas by the municipality. Unfortunately, most of these green spaces have become run down and are often used as waste dumping sites. They are now unpleasant, dirty and polluted, posing a threat to the health of the local residents.</p> <p>Given this situation, the municipality is giving priority to improvement of the city's green parks, and in particular to the area near to Xhabije as it lies at the southern entrance to the city where an aesthetically pleasing appearance would be appreciated by both residents and tourists alike.</p>		
Expected results Recreational space created for about 10,000 residents Improved environment Improved aesthetic appearance to entrance of city		Targeted groups Community of 10,000 residents of Xhabije neighbourhood Other communities in the city
Possible actors Municipality Local residents Local businesses Environmental NGOs		Possible contributors to the project Municipality Environmental NGOs
Pre-conditions Urban study of the area		Risk factors Availability of funds
Estimated expenses Total 1,244,840 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Three months		Impact period After implementation

No. 79	Project G4:O5:PG3:p2: Construction of a new green space along Isuf Sokoli Street in the Bacja e Cakajve residential area	Programme G4:O5:PG3: Creation of new green sites in residential areas
Brief description of project This project foresees the construction of a 1,000 m ² garden in the area of the residential buildings along the Isuf Sokoli Road. Parkland will be created on the site, which will be planted with decorative trees and bushes and furnished with decorative benches. This garden will serve all residents of the area.		
Expected results Improved quality of life for citizens Improved environment		Targeted groups Community Local government
Possible actors Community Local government Donors		Possible contributors to project Donors Municipality Community
Pre-conditions Interest of local government Approval by Municipal Council of green areas as investment priority Support of community		Risk factors Limited budget
Estimated expenses Total 2,000,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One year		Impact period After project implementation

No. 80	Project G4:O5:PG3:p3: Construction of a green area in the Zdrle neighbourhood	Type of programme G4:O5:PG3: Creation of new green sites in residential areas
Brief description of project Zdrle is one of the most important areas of the city, where residences, the city's football stadium and consumer and industrial markets are located. This project foresees the construction of a grassy park in the neighbourhood, decorated with trees, bushes and benches.		
Expected results Improved quality of life for residents Improved environment in the area		Targeted groups Community Local government
Possible actors Community Local government Donors		Possible contributors to project Municipality Community
Pre-conditions Interest of local government Approval by Municipal Council of green areas as investment priority Interest of community		Risk factors Limited budget
Estimated expenses Total 3,700,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period Six months		Impact period After project implementation

No. 81	Project G4:O6:PG1:p1: Construction of a landfill for urban solid waste disposal	Type of programme G4:O6:PG1: Improvement of the management of municipal solid waste
Brief description of project <p>Currently, it is estimated that the city of Shkodra produces about 40,000 tons of solid urban waste a year. Collection of the waste is still done using a primitive method, and the waste is then dumped inappropriately, in a place close to the River Kir. During times of raised water level in the river, a large part of the waste is spread around and swept downstream to the rivers Drin and Buna. In addition, the health of residents in the north-eastern part of the city is seriously threatened by local burning of waste in another dump site.</p> <p>The aim of this project is to construct a landfill for solid urban waste, meeting the needs of the city for a ten-year period. The volume of waste managed at the site will be about 400,000 m³, divided into four equal lots.</p> <p>The planned work includes digging, preparing and isolating the terrain, constructing drainage system and isolating acids and alkalis, improving and managing water resources, extracting biogas, regulating site entrance and service area, regulating four shafts for monitoring underground water levels and regulating green area, collecting surface waters.</p>		
Expected results Urban waste collected Waste transported away from residential areas Landfill constructed		Targeted groups All residents of city
Possible actors Municipality		Possible contributors to project SEENET, Italy Municipality
Pre-conditions Urban study of area Approval by Municipal Council		Risk factors Limited budget
Estimated expenses Total 62,500,000 leke		
Contact person for project Alfred Luleta, Director of Public Services Department		
Implementation period One year		Impact period After its implementation

No. 82	Project G4:O6:PG1:p2: Improvement of the technology for collection, transportation and management of municipal solid waste	Type of the programme G4:O6:PG1: Improvement of the management of municipal solid waste										
Brief description of project Shkodra produces about 250 m ³ of waste a day, from a city with a surface area of about 1,600 ha and a population of about 110,000. The aim of this project is to clean up and keep the city as clean as possible. The specific objectives are: provision of containers for collection of urban waste and purchase of vehicles for collection. To improve the cleaning service of the city a previous study has anticipated that the following is needed: 600 containers, each with a capacity of 1,100 litres, and two vehicles with 1,100 litre capacity; 50 containers of 5 m ³ with two vehicles of this capacity.												
Expected results Daily removal of waste from collection points Clean, unpolluted city Increased safety and health of residents		Targeted groups Municipality Residents Businesses										
Possible actors Municipality Local businesses		Possible contributors to the project Municipality										
Pre-conditions Preparation of technical urban project for distribution according to division of centres of waste collection		Risk factors Lack of awareness raising of population and exercising of laws										
Estimated expenses <table><tr><td>Containers, (1,100 litre) x 600</td><td>18,000,000 leke</td></tr><tr><td>Containers (5 m³) x 50</td><td>6,000,000 leke</td></tr><tr><td>Vehicles (for 1,100 litre container) x 2</td><td>22,000,000 leke</td></tr><tr><td>Vehicles (for 5 m³ container) x 2</td><td>10,000,000 leke</td></tr><tr><td>Total</td><td>56,000,000 leke</td></tr></table>			Containers, (1,100 litre) x 600	18,000,000 leke	Containers (5 m ³) x 50	6,000,000 leke	Vehicles (for 1,100 litre container) x 2	22,000,000 leke	Vehicles (for 5 m ³ container) x 2	10,000,000 leke	Total	56,000,000 leke
Containers, (1,100 litre) x 600	18,000,000 leke											
Containers (5 m ³) x 50	6,000,000 leke											
Vehicles (for 1,100 litre container) x 2	22,000,000 leke											
Vehicles (for 5 m ³ container) x 2	10,000,000 leke											
Total	56,000,000 leke											
Contact person for project Alfred Luleta, Director of Public Services Department												
Implementation period Three months		Impact period After project implementation										

No. 83	Project G4:O6:PG1:p3: Development of an awareness campaign ‘Keep Shkodra Clean’	Type of programme G4:O6:PG1: Improvement of the management of municipal solid waste
Brief description of project In recent years there has been an increase in the amount of waste produced in the city of Shkodra, not only as a result of the increase in the size of the population, industrial development and increased consumption of goods, but also as a result of irresponsible actions on the part of citizens and businesses. This increase has had a significant impact on the level of pollution in the city and damaged the environment, a result of poor sewerage and drainage systems and non-functioning rubbish bins. It is foreseen that this project will be implemented through 4 phases: 1) Taking photos and filming damaged or polluted public places (parks, roads, pavements), rubbish bins, sewage and drainage systems; 2) Designing and printing of posters and leaflets; 3) Production of advertising spot lasting 4 minutes; 4) Undertaking of campaign in schools to raise awareness of problem.		
Expected results Cleaner environment Re-useable rubbish bins More aware citizens More aware businesses		Targeted groups Citizens Businesses (large and small) Institutions Associations
Possible actors Directorate of Information and Development Directorate of Public Services Regional Agency of Environment Public enterprise for cleaning city		Possible contributors to the project Municipality Public enterprise for cleaning city
Pre-conditions Initiative of municipality for a clean city Legislation in effect Existence of environmental associations		Risk factors Low awareness of citizens and lack of enforcement
Estimated expenses Total 384,600 leke		
Contact person for project Gjergj Kurti, Public Information Department		
Implementation period Six months		Impact period After project implementation

No. 84	Project G5:O1:PG1:p1: Construction of a Youth Centre in the city	Type of programme G5:O1:PG1: Construction of new, and rehabilitation of existing, public recreational and sports facilities
Brief description of project <p>This project aims at the construction of a modern facility that will enable the city's youth to hold educational, social and cultural activities, returning to the city an old tradition that focuses more attention on its children.</p> <p>The building will serve to help identify and create new talent in the city. It is planned for the building to be constructed at the Children's Centre and it will have a number of functions: as a children's centre, a cultural centre, a centre commemorating P. Gaci, a gallery of Figurative Arts and a youth centre and for hosting conferences.</p>		
Expected results Modern multifunctional centre built for city Enhanced opportunities for youth Enhanced opportunities for the city		Targeted groups Youth of the city Artistic groups Artists
Possible actors Local government Foreign donors		Possible contributors to project Municipality St. Gallen Hilft Albanien Association
Pre-conditions Availability of project Continuous demand of the youth		Risk factors Limited local budget
Estimated expenses Total 30,000,000 leke		
Contact person for project Alfred Luleta, Director of Municipal Directorate of Public Services Elena Zorba, Director of Municipal Directorate of Human Resources		
Implementation period Years 2006–2009		Impact period 2009 and ongoing

No. 85	Project G5:O1:PG1:p2: Rehabilitation of the sports facilities in Shkodra's schools	Type of programme G5:O1:PG1: Construction of new, and rehabilitation of existing, public recreational and sports facilities
Brief description of the project <p>The current sports infrastructure and facilities in Shkodra's schools are damaged or even non-existent. This project aims to improve this situation in schools throughout the whole municipality. Conditions will be created for increasing the number of sporting activities and the participation of students in those activities.</p> <p>The specific objective is to construct a sports ground in each of five elementary schools (Ndoc Mazi, Branko Kadia, Azem Hajdari, Ismail Qemali and Ndre Mjeda) and in the '28 Nentori' Secondary School, thus giving children in all quarters of the city better access to sports facilities.</p>		
Expected results Creation of adequate conditions for development of various sports activities Increase in number of sports activities Increase in number of participants in sports activities		Targeted groups School children
Possible actors Municipality Albanian Football Federation Regional Directory of Education		Possible contributors to the project Albanian Football Federation
Pre-conditions Availability of land		Risk factors Lack of financing
Estimated expenses Total 1,800,000 leke		
Contact person for project Elena Zorba, Director of Human Resources Department		
Implementation period One year		Impact period After project implementation

No. 86	Project G5:O1:PG1:p3: Construction of public and private sports facilities	Type of programme G5:O1:PG1: Construction of new, and rehabilitation of existing, public recreational and sports facilities
Brief description of project <p>This project aims to increase the recreational space available for residents of specific areas of the city. It will be developed according to particular urban studies for specific zones, and the plan foresees the creation and enhancement of green areas and the building of new play areas for residents in those particular areas.</p> <p>The studies, related to the needs for play areas, should be planned according to normally approved standards.</p>		
Expected results Increase in number of green spaces Increase in size of recreational space		Targeted groups Residents of the city Municipality
Possible actors Various donors Residents in neighbourhoods Municipality		Possible contributors to the project Municipality Donors
Pre-conditions Researched and developed Partial Urban Plans		Risk factors Lack of financing
Estimated expenses Total 5,000,000 leke		
Contact person for project Municipal Sports Inspector		
Implementation period Six months		Impact period Immediately

No. 87	Project G5:O1:PG1:p4: Construction of an indoor athletics stadium	Type of programme G5:O1:PG1: Construction of new, and rehabilitation of existing, public recreational and sports facilities
Brief description of project Improvement of the performance of the athletes of the region of Shkodra and creation of the premise for continuation of their excellent results requires an improvement in the currently available sports infrastructure. Construction of an indoor athletics stadium, within the existing football stadium, with a 110m-long six-lane track, will facilitate all-weather training and improve the team and individual performances.		
Expected results Improved performance of region's athletes Increased number of amateur athletes		Targeted groups Sport clubs Community of the area Students
Possible actors Ministry of Culture, Youth and Sports Various donors		Possible contributors to the project Ministry of Culture, Youth and Sports Donors
Pre-conditions Technical design prepared Engagement of Ministry of Culture, Youth and Sports		Risk factors Small budget Lack of donations
Estimated expenses Total 20,000,000 leke		
Contact person for project Municipal Sports Inspector Manager of Vllaznia Football Club		
Implementation period One year		Impact period After project implementation

No. 88	Project G5:O1:PG1:p5: Construction of a wrestling gymnasium	Type of programme G5:O1:PG1: Construction of new, and rehabilitation of existing, public recreational and sports facilities
Brief description of project Wrestling is one of the most popular sports in the city. The city's team has traditionally been very good in local, national and international competitions. However, there is no training facility for the teams, and the construction of such a facility would be indispensable for future successes in this sport. The project will require removal of earth, constructing the gym, installing waterproofing, windows, doors, etc.		
Expected results Provision of sports training facilities Successes achieved in sports events		Targeted groups Wrestling team Amateur sportspeople
Possible actors Ministry of Culture, Youth and Sports Various donors		Possible contributors to project Ministry of Culture, Youth and Sports
Pre-conditions Availability of technical project		Risk factors Insufficient local budget Poor support from Ministry of Culture, Youth and Sports Lack of donations
Estimated expenses Total		
Contact person for project Municipal Inspector of Sports Director of Vllaznia Sports Club		
Implementation period One year		Impact period After its implementation

No. 89	Project G5:O2:PG1:p1: Organisation in the city of Spring and Autumn sports events, such as organised sports leagues, for elementary and secondary schools and for older age groups	Type of programme G5:O2:PG1: Stimulation and promotion of sports events in the city
Brief description of project The Municipality of Shkodra, in collaboration with the Ministry of Education and Science, will organise spring and autumn sports leagues in which all 32 public schools in the city will participate. The championships will be constructive, healthy activities and will improve the immediate and long-term health of the city’s children. Each season will last for three or four months and each will climax with a fortnight of championship finals. It is planned for there to be competitions in basketball, football and volleyball. During the season each team will play at least one game a week against another school. A volunteer or teacher will coach each team, and when possible it will have a sponsor to provide sport kit and equipment and to pay sports ground fees in exchange for advertising. The championships will be overseen by a commission comprising parents, teachers, school administrators and representatives of Municipality and Ministry.		
Expected results Reduced criminal activity and substance abuse in city schools Improved physical and mental health of the city’s children Sports culture enhanced in city youth		Targeted groups Local pupils
Possible actors Municipality Ministry of Education and Science Local businesses Ministry of Health		Possible contributors to the project Municipality Ministry of Education and Science Local businesses Ministry of Health
Pre-conditions Support of Ministry of Education and Science Agreement with owners of sports grounds		Risk factors Lack of sponsors
Estimated expenses Expenses for the sports grounds Expenses for the teams Fees for referees Administrative expenses Total		 4,608,000 leke 2,000,000 leke 1,440,000 leke 1,500,000 leke 9,548,000 leke
Contact person for project Beb Kurti, Specialist in Sports Sector		
Implementation period Four months		Impact period After autumn 2005

No. 90	Project G5:O3:PG1:p1: Computerisation of the Civil Registry Office	Type of programme G5:O3:PG1: Modernisation of the civil registry service												
Brief description of project The registrar office in the city of Shkodra serves about 110,000 citizens. The whole documentation comprises 289 fundamental registers, into which all data are entered by hand. As the demand for the registrar’s services have grown and are now relatively huge, compared to the demands of a decade ago, the services need to be improved in terms of both quality and delivery. This project plans to rectify this poor situation by computerising the registrar office, and through doing so improve the quality and introduce new standards into the services provided.														
Expected results Improve the quality of services Reduce delays		Targeted groups Residents												
Possible actors Ministry of Local Government and Decentralisation Municipality Various donors		Possible contributors to the project Municipality Ministry of Internal Affairs												
Pre-conditions Existence of government programme for computerization of all registrar offices in the country Existence of fundamental registers of registrar office		Risk factors Lack of output standards Lack of financing												
Estimated expenses <table><tr><td>Server</td><td>300,000 leke</td></tr><tr><td>Computers (10 x 80,000 leke)</td><td>800,000 leke</td></tr><tr><td>Computer network</td><td>70,000 leke</td></tr><tr><td>Network printer</td><td>100,000 leke</td></tr><tr><td>Creation of database and data entry</td><td>1,000,000 leke</td></tr><tr><td>Total</td><td>2,270,000 leke</td></tr></table>			Server	300,000 leke	Computers (10 x 80,000 leke)	800,000 leke	Computer network	70,000 leke	Network printer	100,000 leke	Creation of database and data entry	1,000,000 leke	Total	2,270,000 leke
Server	300,000 leke													
Computers (10 x 80,000 leke)	800,000 leke													
Computer network	70,000 leke													
Network printer	100,000 leke													
Creation of database and data entry	1,000,000 leke													
Total	2,270,000 leke													
Contact person for project Vera Gradeci, Head of Registrar Office														
Implementation period One year		Impact period After project implementation												

No. 91	Project G5:O3:PG1:p2: Development of a database, and relevant computer software, of all addresses in Shkodra	Type of programme G5:O3:PG1: Modernisation of the civil registry service
Brief description of project <p>The present system of addresses in the city of Shkodra does not function. It is old and does not reflect the important urban transformations that have taken place in the city since 1974. The implementation of this project will clarify the addresses of citizens, businesses and institutions.</p> <p>The planned activities for the implementation of this project include:</p> <ul style="list-style-type: none"> Creation of a team comprising members of the Registrar Office, Urban Planning Office, Lawyers and Historians; Development of guidelines for the naming of roads and assigning of numbers for buildings; Cataloguing of the existing situation, of residences, businesses, public institutions etc.; Creation of a new address system, for the naming of zones of circulation, road sign placement, numbering of buildings and placing of signs made of weather-resistant material; Creation of a digital catalogue of addresses. 		
Expected results Setting up of database and computerisation of Registrar Office Accurate identification of all taxpayers Establishment of efficient postal service		Targeted groups Municipality Citizens Businesses Public institutions
Possible actors Municipality Ministry of Interior		Possible contributors to the project Municipality Ministry of Interior
Pre-conditions Decision of Albanian Government to create address system Existence of digital map of city Project for city road signs		Risk factors Lack of funding
Estimated expenses Total 3,000,000 leke		
Contact person for project Frederik Shiroka, Director of Municipal Urban Planning Department		
Implementation period One year		Impact period After project implementation

No. 92	Project G5:O3:PG2:p1: Conducting of a survey to assess the current social situation for Shkodra residents	Type of programme G5:O3:PG2: Improvement and increase in number of social services provided for the community								
Brief description of project: The project <i>Evaluation of the social situation in the city of Shkodra and implementation of possible social services</i> is a preparatory activity that precedes the implementation of activities to provide social services to groups in need. This project will evaluate and analyse in detail the degree of poverty, the number and distribution of groups at risk and their needs, and identify the means and type of intervention that is necessary. The project will determine the levels of supply and demand of social services, and provide insights into how to initiate a balancing of the equation.										
Expected results Identification of groups in need, their number and distribution Determination and evaluation of indicators representative of poverty and social exclusion Determination and evaluation of main reasons for poverty and social exclusion Monitoring and evaluating of needs of groups at risk and degree of fulfilment of needs by government and NGOs		Targeted groups Poor families Children in need or at risk Women in need or at risk Disabled persons in need								
Possible actors Municipality Local NGOs International NGOs University		Possible contributors to the project Municipality								
Pre-conditions Willingness of local government and partner NGOs to participate actively during project implementation		Risk factors Delays in creation of social services and healthcare sectors in local government								
Estimated expenses <table><tr><td>Staff costs</td><td>3,500,000 leke</td></tr><tr><td>Transportation</td><td>150,000 leke</td></tr><tr><td>Publishing</td><td>350,000 leke</td></tr><tr><td>Total</td><td>4,000,000 leke</td></tr></table>			Staff costs	3,500,000 leke	Transportation	150,000 leke	Publishing	350,000 leke	Total	4,000,000 leke
Staff costs	3,500,000 leke									
Transportation	150,000 leke									
Publishing	350,000 leke									
Total	4,000,000 leke									
Contact person for project Voltana Ademi, Vice-mayor										
Implementation period Six months		Impact period Three years								

No. 93	Project G5:O3:PG2:p2: Increase capacities of municipal administration and local NGOs in provision of social services	Type of programme G5:O3:PG2: Improvement and increase in number of social services provided for the community
Brief description of project NET EUROPEO di WELFARE (NEW) is a project being implemented within the framework of INTERREG IIIA Transfrontaliero Adriatico financed by the European Commission. The main objective of the project is to support the creation and strengthening of social services at the local government level in some municipalities in Albania, Bosnia and Serbia. To achieve this goal, the programme aims at strengthening the capacities of local and national institutions and NGOs in the implementation of new legislation in the area of social services, through increasing management capabilities of social workers in the programming, implementation and administration of social services during the decentralisation process. This project is being implemented over a three-year period, from 2004 to 2006, and is being managed by the Province of Forli-Cesena, Italy.		
Expected results Centre established for social services training of staff of public administration and NGOs Network established for exchange among staff of local and central government and NGOs of information and experiences in political and social services, business, gender and health issues Trainings held, data on social, sanitary, psycho-social research, etc. collected and analysed Materials prepared and disseminated Workshops and meetings on themes of social, sanitary services and decentralisation organised		Targeted groups Local government Central government NGOs
Possible actors Municipality Ministry of Labour and Social Works Local NGOs Province of Forli-Çezena, Italy Regional Education Directorate		Possible contributors to the project European Commission Municipality Ministry of Labour and Social Works
Pre-conditions Willingness of local government and partner NGOs to participate actively in project implementation		Risk factors Delays in creation of local social services and healthcare sectors
Estimated expenses Total 113,500,000 leke		
Contact person for project Voltana Ademi, Vice-mayor		
Implementation period June 2004 to June 2006		Impact period Long-term

No. 94	Project G5:O3:PG2:p3: Construction of 3 social centres for marginalised community groups and provision of social services in partnership with local NGOs	Type of programme G5:O3:PG2: Improvement and increase in number of social services provided for the community
Brief description of project The <i>Distribution of Social Services</i> project will for the first time in Shkodra make it possible for the local government to collaborate with NGOs in providing alternative social services for the community. This project will result in creation of three centres offering social services for vulnerable and marginalised groups of society, such as children, women and senior citizens. The World Bank, in collaboration with the Ministry of Labour and Social Works, has chosen three not-for-profit organisations working in the city to cooperate and assist the Municipality in establishing and providing social services. The planned centres are: A Multi-disciplinary Centre, established in collaboration with ‘The Door’; A Social Centre for children and families facing difficulties, established in collaboration with ‘The Child’; A Daily Centre for senior citizens, established in collaboration with ‘Human Dimension’.		
Expected results Construction of three community social centres Provision of social services to the community Training of local staff to manage centres Reduced poverty Involvement of decentralised local government		Targeted groups Children facing social and economic difficulties, young mothers, female heads of family, abused or unemployed women, etc. Sick or lonely senior citizens, etc.
Possible actors Local government Ministry of Labour and Social Works World Bank Local NGOs The Door; Every Child; Human Dimension International NGOs Local businesses		Possible contributors to the project World Bank Ministry of Labour and Social Works
Pre-conditions Willingness of Ministry of Labour to prepare law for decentralisation of social services Willingness of local government		Risk factors Lack of expertise in providing community social services Limited local budget
Estimated expenses		
Social Services Centre for children and families		13,569,000 leke
Daily Centre for senior citizens		8,800,000 leke
Total		22,369,000 leke
Contact person for project Voltana Ademi, Vice-mayor		
Implementation period January 2005		Impact period Long-term

No. 95	Project G5:O4:PG1:p1: Reconstruction of community health centre in Tre Heronjt	Type of programme G5:O4:PG1: Improvement of primary healthcare services in the city
Brief description of project <p>The healthcare centre of the Tre Heronjt neighbourhood of Shkodra offers general visits and medical treatments for adults. This centre is at present very badly run down. The internal plaster, doors and windows need to be replaced, and the sanitary and hygienic conditions are poor.</p> <p>This project plans to rectify this appalling situation by re-plastering all internal walls, installing new doors and windows and installing new cleaning equipment.</p>		
Expected results Improvement of hygiene & sanitary conditions of centre		Targeted groups Residents of area
Possible actors Primary Healthcare Office Ministry of Health		Possible contributors to the project Ministry of Health
Pre-conditions Priorities defined by Primary Healthcare Office		Risk factors Lack of financing
Estimated expenses Total 3,000,000 leke		
Contact person for project Tahir Sadiku, Director of Primary Healthcare Office		
Implementation period Five months		Impact period After project implementation

No. 96	Project G5:O4:PG1:p2: Reconstruction of community health centre in Partizani	Type of programme G5:O4:PG1: Improvement of primary healthcare services in the city
Brief description of project <p>The healthcare centre in the Partizani neighbourhood of Shkodra serves a population of some 15,000 residents. The centre offers healthcare services for women and children. Unfortunately, the centre is badly run down and the cleaning equipment is not functioning. The windows are broken, while most of the internal walls need re-plastering. Unacceptably for a health centre, there are no toilets.</p> <p>This project plans to re-plaster and paint the internal walls, replace the windows and create acceptable hygiene-sanitary conditions for staff and customers alike.</p>		
Expected results Improvement of hygiene & sanitary conditions in the healthcare centre and improvement of services		Targeted groups Women and children of Partizani neighbourhood
Possible actors Primary Healthcare Office Ministry of Health		Possible contributors to the project Ministry of Health
Pre-conditions Priorities defined by Primary Healthcare Office		Risk factors Lack of financing
Estimated expenses Total 1,500,000 leke		
Contact person for project Tahir Sadiku, Director of Primary Healthcare Office		
Implementation period Five months		Impact period After project implementation

No. 97	Project G5:O4:PG1:p3: Reconstruction of health centres in Zogaj and Shirokë	Type of programme G5:O4:PG1: Improvement of primary healthcare services in the city
Brief description of project Shirokë and Zogaj are two lakeside resort villages located some distance from the city of Shkodra. Nevertheless, their administration falls under the jurisdiction of the city (under Administrative Unit No.1.). Shirokë is located about 3 km from the centre of the city, while Zogaj is 5 km away. The facilities in the healthcare centres of these two neighbourhoods are badly run down, internally and externally: the doors and windows need to be replaced, while the cleaning equipment is out of use. This project plans to rehabilitate the healthcare centres and install new cleaning equipment.		
Expected results Improved primary healthcare provided for residents of and visitors to these areas		Targeted groups Residents Schools in Shirokë and Zogaj
Possible actors Primary Healthcare Office Ministry of Health		Possible contributors to the project Ministry of Health
Pre-conditions Existence of technical project ready for implementation		Risk factors Lack of financing
Estimated expenses Total 2,500,000 leke		
Contact person for project Tahir Sadiku, Director of Primary Healthcare Office		
Implementation period Six months		Impact period After project implementation

No. 98	Project G5:O4:PG1:p4: Construction of a new health centre in Vojo Kushi	Type of programme G5:O4:PG1: Improvement of primary healthcare services in the city
Brief description of project <p>The healthcare centre of the Vojo Kushi neighbourhood provides general visits and medical treatment for adults. The centre is now very badly run down. Most of the plaster has fallen down and the doors and windows need to be replaced, while the cleaning equipment is out of use.</p> <p>This project plans to plaster all internal walls, install new doors and windows, and install new cleaning equipment.</p>		
Expected results Improved hygiene & sanitary conditions of centre		Targeted groups Residents of the area
Possible actors Primary Healthcare Office Ministry of Health		Possible contributors to the project Ministry of Health
Pre-conditions Priorities defined by Primary Healthcare Office		Risk factors Lack of financing
Estimated expenses Total 3,000,000 leke		
Contact person for project Tahir Sadiku, Director of Primary Healthcare Office		
Implementation period Five months		Impact period After project implementation

Annex 1: Acronyms used in the Implementation Matrix

AA	Advertising Agencies	MC	Ministry of Culture, Youth and Sports
AB	Artisan Business	MuC	Musical Community of Shkodra
AC	Artists of the City	ME	Ministry of Economy
AFF	Albanian Football Federation	MES	Ministry of Education and Science
AG	Arts Groups	MG	Montenegrin Government
ASB	Association of Shkodra Businesses	MH	Ministry of Health
ASp	Amateur Sportspersons	ML	Ministry of Labour and Social Affairs
AT	Shkodra Branch of Albtelecom	MLGD	Ministry of Local Government and Decentralisation
AuG	Austrian Government	MT	Ministry of Territorial Adjustment and Tourism
BC	Business Community	NGO	Non-governmental Organisation
BIZ	Businesses of Industrial Zone	P	Pupils
BR	Businesses in the Region	PA	Performing artists
C	Children	PI	Public Institutions
CA	State Central Archive	PrI	Processing Industry
CC	Cross-border Cities	PJA	Preng Jakova Association
CCI	Chamber of Commerce and Industry	R	Bars and Restaurants
CE	Cleaning Enterprise	REA	Regional Environmental Agency
CG	Central Government	RDE	Regional Directorate of Education
Co	Community	RED	Regional Employment Directorate
CoV	Commune of Venice	RHD	Regional Health Directorate
D	Donors	RPD	Regional Police Directorate
E	Employees	RSh	Region of Shkodra
ECD	Economic Centre for Development	S	Students
F	Farmers	SC	Sports Clubs
FB	Foreign Businesses	ScC	Scientific Community in the City
FVM	Fruit and Vegetable Merchants	SCV	Vllaznia Sports Club
GA	Group of Archaeologists	T	Tourists
GE	Group of Ethnographers	TA	Tourist Agencies
GH	Group of Historians	TB	Tourism Businesses
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit	TEU	Teuleda, Agency for Local Economic Development
H	Hotels	U	University of Shkodra
HM	History Museum of Shkodra	UE	Unemployed
IA	Art Performing Institutions	UNDP	United Nations Development Program
IAR	Institute of Archaeological Research	UNOPS	United Nations Office for Project Services
IC	Institute of Culture	VMS	Vocational Middle School
K	City of Koplik	WB	World Bank
KESH	Albanian Electricity Corporation	WT	Wrestling Team
LC	Local Community	Y	Youth
LRA	Laboratory of Restoration and Archinometry		
M	Municipality of Shkodra		
MA	Ministry of Agriculture and Food		

Annex 2: Report on ‘Survey on 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 Shkodra. At the same time, the way the survey was carried was aimed at providing 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 that participated in the DELTA project can be compared. The survey data are also available electronically, creating the opportunity for each municipality to make further analyses according to their needs.

This survey was carried out in close collaboration with the Office of Economic Development in the Municipality of Shkodra. Mr Ridvan Sokoli made a special contribution in organising the survey.

Statistical description of the sample of businesses interviewed

- Seventy-nine businesses were interviewed, making up about 3.3 per cent of those registered in the Municipality (2,397 registered, according to the list provided by the municipality).
- Opinions were collected from the following persons: owner in 73 businesses, general manager in two businesses and senior manager in four businesses.
- Fourteen of the businesses had one owner, while 65 had more than one owner.
- Thirteen of the businesses were manufacturing businesses, 36 were involved in trade, 23 in service provision and seven were construction businesses.
- The length of time that the businesses had been active ranged from two to twelve years, with most being active from six to ten years.
- Fifty-seven of the businesses reported that they had fewer than five employees, six had six to ten employees, thirteen had eleven to 50 employees and three more than 50 employees.

Main findings

Opinions about the business climate in Shkodra

- 52% of businesses reported difficulties in finding qualified workers, while 42% reported the opposite. (Question 9.)
- 24% of businesses reported that they were short of staff with sales & marketing skills (taken together), 22% declared a shortage in technical personnel and 17% reported that they had a shortage in staff with management skills. (Question 10.)
- 71% of businesses reported that the main source of competition came from local businesses. (Question 11.)
- There are a number of business associations in the city, but these are not widely known in the community. (Question 12). 68% of businesses reported that they didn't know about the support that these associations provide for businesses. (Question 22.)
- The three main factors that were hindering business expansion were: electricity (64%), informal competition and infrastructure (40%). However, other factors were mentioned very often in the reports. (Question 15.)
- 50% of businesses reported that they needed fewer than 10 days to renew the licences for the following year. (Question 16.)
- The two biggest problems concerning relationship with local government were: corruption and illegal practices, and competition from the informal market. (Question 17.)
- More than 70% of businesses reported that had been inspected fewer than 5 times by the tax authority. 10% reported that they had paid fines and 4% that they had paid bribes to the tax authority. (Question 20.)
- 11% of businesses declared that the Tax Department was hindering the expansion of their business and 1.3% declared the same for the Department of Services. (Question 25.)
- 52% of the businesses reported that the business environment had worsened during the last three years. (Question 33.)

Expectations of businesses

- 33% of businesses reported that they plan to invest within the municipality. 44% reported that they do not plan to invest in the future. (Question 8.)
- The three most mentioned expectations were: improved electricity supply, improved infrastructure and improved cleaning of the city. (Question 18.)
- More than 90% of businesses expected to spend fewer than 10 days renewing their licence for the following year. (Question 16.)

Awareness among businesses of municipality functions

- 70% and 84% of businesses, respectively, reported that they didn't know about the role of the LED and RED offices. (Question 22.)
- In general, businesses reported that they were not aware of professional associations or of the role that these associations play. (Question 22.)
- 49% of businesses were not aware of the private professional services available in the municipality. (Question 22.)
- Although 84% of businesses reported that they did not know about the RED office, it was nevertheless mentioned 17 times as the department that deals with local economic development. (Question 26.)

SWOT (as mentioned in the questionnaire)

Strengths

- Favourable geographic position: near to the sea and the lake;
- Abundance of rich agricultural soil;
- Tourism resources;
- Natural resources;
- Handicraft tradition;
- Low labour costs.

Weaknesses

- Poor infrastructure;
- Shortage of electricity;
- Low level of safety and security;
- High finance costs.

Opportunities

- Many business expectations can be resolved in part politically;
- With so many things that need to be done even a small improvement would have a large impact on the way businesses think.

Threats

- The informal economy is one of the most important factors reducing the number of registered businesses;
- A considerable number of businesses are not thinking of expanding their activity;
- Corruption is mentioned many times as a huge constraint;
- Low level of willingness of businesses to collaborate, a result of the poor image of local government.

Annex 3: Methodology used in project prioritisation

The Shkodra Local Economic Development projects were prioritised according to two separate, but equally important, criteria: perceived necessity for the community, and feasibility of implementation. Each project was assigned a score based upon these two criteria.

The Necessity Score was developed through a ranking survey filled out by the working group of stakeholders and community members. The projects were divided within the survey according to goal heading and then whether they were hard or soft. Responders to the survey were asked to rank each project against other projects within each grouping, as either most necessary, necessary or least necessary. Projects rated most necessary were given 3 points, necessary 2 points and least necessary 1 point. It should be noted that some projects were not rated by responders and were given a score of 0. The total sum of scores created the final Necessity Score for each project.

The Feasibility Score was developed by a technical group within the municipality. The group awarded a score per project according to seven criteria, which were as follows:

1. Whether or not a project had already secured funding;
2. The number of identified potential funding sources;
3. Whether the municipality had the expertise to implement the project;
4. Whether the municipality had successfully implemented a similar project previously;
5. The number of risks involved with implementation;
6. The groups targeted by the project;
7. The number of Goals or Objectives addressed by the project.

In contrast to the Necessity Score, where a higher number represented a higher level of desirability, a lower Feasibility score meant the project had a higher level of feasibility. Each criterion was rated with a different score (see instructions below), and the total calculated, plus 1, to create an overall Feasibility Score for each project.

The final Prioritised list of projects was developed by dividing the Necessity Score by the Feasibility Score and ranking the projects. The list was further refined by splitting the projects into three separate categories: active projects, inactive projects and projects without summaries.

The prioritisation methodology utilised by the Municipality of Shkodra was developed by the local Community Development Peace Corps Volunteer, Nathan Borgford-Parnell, in conjunction with the

Shkodra Development Office and under the care of the SOROS Open Society Foundation and World Bank. Special thanks go to Peace Corps Volunteers, Jon Owen and Peter Gambil for their contributions to the process.

Project Prioritisation Methodology Instructions

Necessity Quotient

Step 1: Group project according to goal;

Step 2: Categorise project within each goal group as (H)ard or (S)oft;

Step 3: List all projects on the **Stakeholder Form** according to group number and H or S category (list Goal 1 projects first, followed by Goal 2, and so on);

Step 4: Provide each stakeholder with a separate Stakeholder Form;

Step 5: Ask stakeholders to mark projects within the groups as being most necessary, necessary or least necessary. Stakeholders can only rank *three* projects within each grouping as most desirable/necessary (for the H and S projects). If there are very few projects in one grouping the maximum number allowed for 'most desirable/necessary' can be decreased to 2 or 1.

Step 6: Add up points for each project from each stakeholder form to obtain the **Necessity Quotient** and enter this into the **Project Prioritisation Sheet**.

Feasibility Quotient

Step 1: List projects by group in the **Feasibility Form**;

Step 2: Discuss and rate each project according to the criteria set out in the form (note that this is the opposite of the ranking format used in the Stakeholder Form);

Criterion 1: Funding secured? (yes, 0; no, 0.1);

Criterion 2: Number of potential funding sources identified (≥ 2 , 0; one, 0.1; zero, 0.2).

Criterion 3: Does municipality have expertise to implement project and are experts readily available? (yes, 0; maybe, 0.1; no, 0.2);

Criterion 4: Has municipality successfully implemented a project like this previously? (yes, 0; no, 0.2);

Criterion 5: Number of risks (0, 0; 1 or 2, 0.1; >2 , 0.2);

Criterion 6: Population groups targeted by project (whole population, 0; under-served, specifically targeted population, 0.1; single non-priority population, 0.2);

Criterion 7: Number of Goals/Objectives addressed by project (≥ 3 , 0; <3 , 0.1).

Step 3: Add scores in each row to create Feasibility Quotient for each project;

Step 4: Enter Feasibility Quotient onto Project Prioritisation Sheet.

Project Prioritisation

Step 1: Designate each project as (S)oft or (H)ard;

Step 2: Designate each project as (L)ong-, (M)edium- or (S)hort-term based upon implementation time (S, <1 year; M, 1–3 years; L, >3 years);

Step 3: For each project, divide the **Necessity Quotient** by the **Feasibility Quotient** to get the **Priority Score**;

Step 4: Reorder projects from highest to lowest according to **Priority Score**;

Step 5: List projects in new prioritised order including letter designations for hard and soft and implementation time category.

Annex 4: Group projects

a. **Project No. 63 (G4:O2:PG1:p1: Reconstruction of city streets)**

Sub-project	Estimated cost (000 leke)
Tregu i Ri Street	70,000
Street at city entrance	235,486
Street from Ali Kelmendi to Lek Dukagjini	114,427
City ring road: Tophane to Rus	309,071
Skenderbeg Street	204,476
Street from Thive Bridge to Railway Overpass	47,461
Alqi Kondi crossroads	11,353
Guerrile Street	22,000
Justin Godard Street	9,286
Bajram Curri Street	3,753
Halit Bajraktari Street	33,300
Street from Artistic enterprise to former Silk Plant	46,000
Daut Borici Street	2,300
Street from Thive Bridge to Train Station	24,400
Tahsim Berdica Street	17,750
Total	1,151,063

b. **Project No. 64 (G4:O2:PG1:p2: Reconstruction of city pavements)**

Project
Zogu i Pare Street
Vasil Shanto Street
Clirimi Street
13 Dhjetori Street
Marin Barleti Street
Bujar Bishanaku Street
Alqi Kondi Street
Daut Borici Street
Osa Kuka Street
Daniel Matlia Street
Health Centre Street
Muhamet Gjolllesha Street

c. **Project No. 65 (G4:O2:PG1:p3: Reconstruction of city street lighting)**

Project	Estimated cost (000 leke)
Zogu i Pare Street	17,000
Clirimi Street	14,520
13 Dhjetori Street	5,820
Marin Barleti Street	6,500
Daniel Matlia Street	3,000
Health Centre Street	2,000
Osa Kuka Street	2,000
Road in front of University campus	1,200
Total	52,040

d. **Project No. 66 (G4:O2:PG2:p1: Rehabilitation of city drains)**

Project
Lake Exit I, Ring Road to Myfit Kopliku Street
Lake Exit II, Ring Road to Selim Golemi Street
River Kir Exit, Fusha e Druve, OUT 2
River Kir Exit, Tepe, OUT 3
River Buna Exit, Former Farm, OUT 3
Lake Exit, Zooteknikes (farmers' house), OUT 8