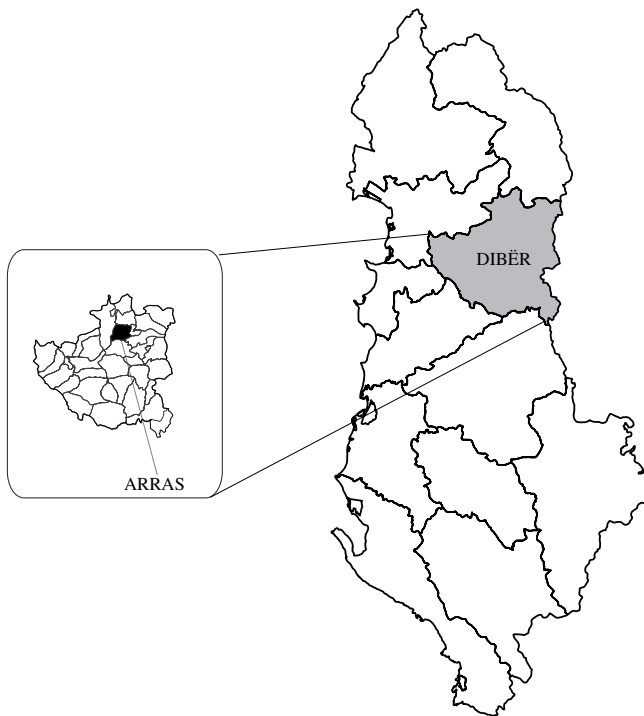


ARRAS COMMUNE, DIBRA COUNTY

Mid-Term Development Strategy

2008–2015



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

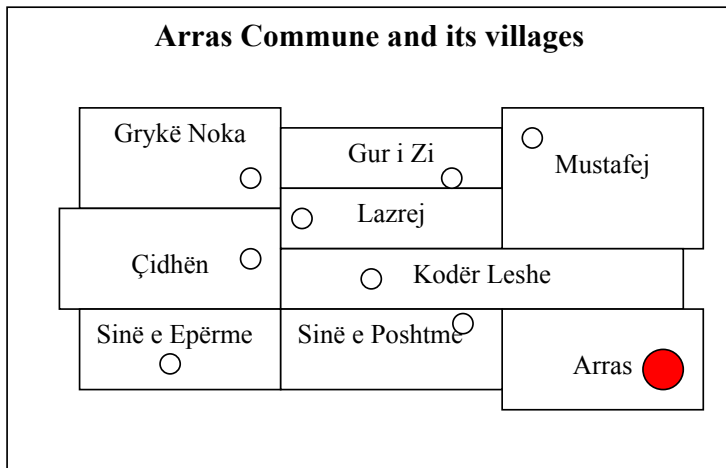
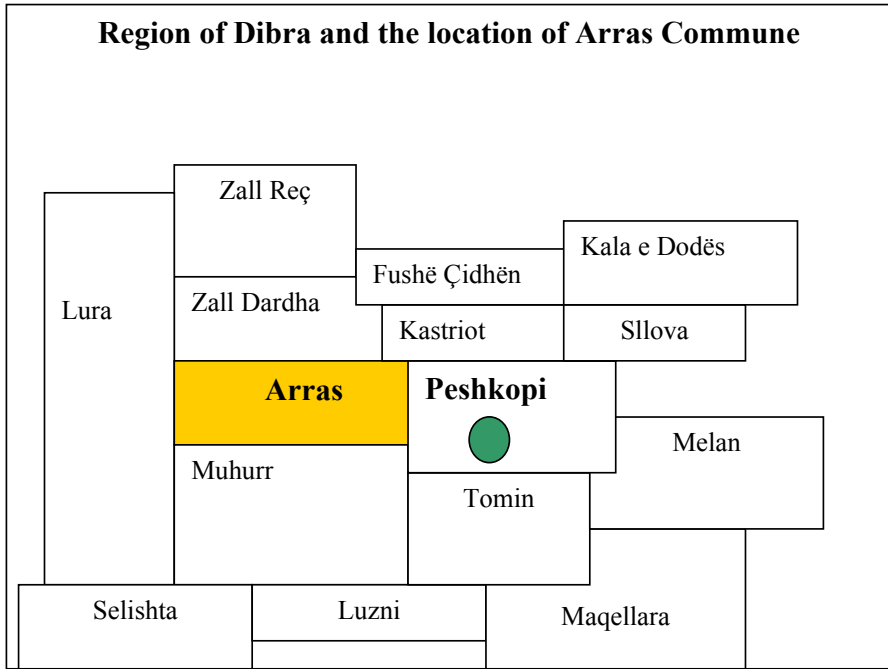


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Table of Contents

	Page
I. Introduction.....	5
II. Methodology.....	6
III. Expected benefits from Strategic Plan implementation	10
IV. Implementation of the Plan	11
V. Vision and Goals	12
VI. Local business survey.....	14
VII. History of the commune.....	15
VIII. Information and current trends.....	16
IX. SWOT analysis.....	25
X. Matrix of the Strategic Plan	30
XI. Forms on strategic development	34
XII. Project fiches.....	44
 Annex	
Annex 1: Decision of Commune Council.....	62
Annex 2: Analysis of survey of businesses in Arras.....	63



I. Introduction

I salute the contribution of those who participated in the preparation of the development strategy of our commune. The wide participation and the range of the survey, covering all positive and negative factors, makes this document relevant and consistent.

The planning of actions to be taken for our common future is considered as an obligation for all present and future generations, aiming at the continuous development of our commune, in order to reach a high quality of life.

The understanding and direct contribution of the local elected authorities in the development of this document not only shows the good qualities of the commune residents, but also represents a pledge for implementation of our commonly planned actions over the medium term.

I would like to take this opportunity to thank the Netherlands government, which through SNV and the fruitful cooperation with Dibra District and FLAG has enabled the conclusion of this Strategy using contemporary methods.

I appeal to you to consider this Mid-Term Strategy 2008–2015 of Arras Commune as a first reliable step towards rapid development of our whole region.

It is necessary to implement together with good cooperation everything we have planned, with the contribution of each one of us according to our possibilities and with commitment and good will, on behalf of our future and that of our children.

Anyone reading this document and with possibilities and willingness to contribute, howsoever, is welcome to join our efforts. I am sure that the community of Arras will greatly appreciate your efforts, not only for what you might do, but also for the noble intention of taking into consideration our development needs.

SALI TËRSHALLA
HEAD OF ARRAS COMMUNE

II. Methodology

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

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

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

Preliminary stage

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

1st stage

- selection of data source and data to be collected
- data collected from the respective sources
- data analyzed to identify main trends

- data compared
- short report prepared, including description of main characteristics of the zone
- business questionnaires conducted
- profile of commune used to feed SWOT analysis

2nd stage

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

3rd stage

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

4th stage

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

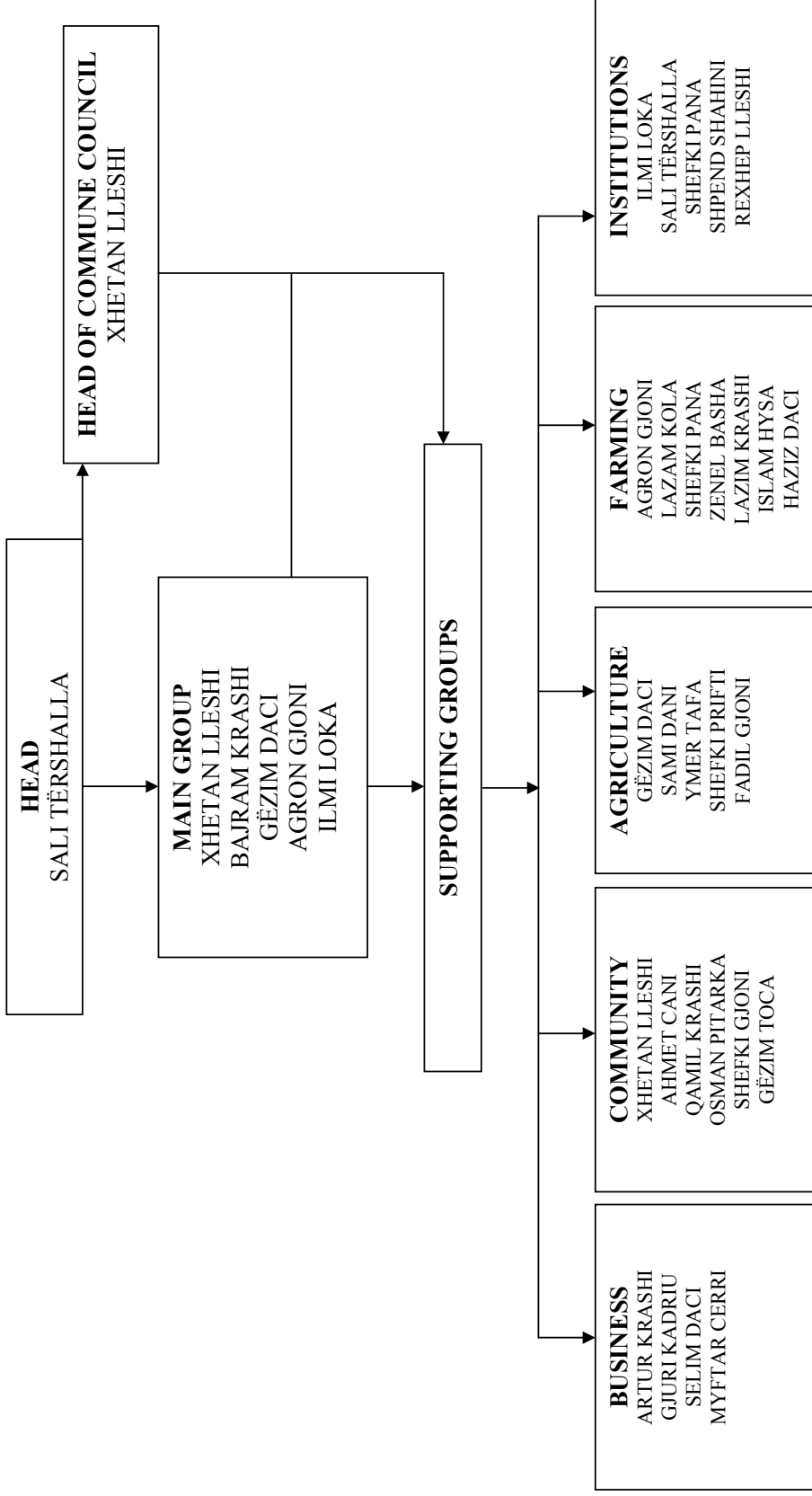
1. goals that are more achievable were identified along with specification of the direction
2. objectives to reach each goal were identified
3. for each objective possible programs were identified
4. for each program possible projects were identified

The projects were, with the help of all the actors involved, presented in the form of project fiches, which gather all the financial and legal implications, and required

human resources, as well as assessing whether each project is realistic and achievable, and who will provide the financial and human resources for implementation and development.

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

Strategic Planning Commission of Arras Commune



III. Expected benefits from Strategic Plan implementation

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

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

IV. Implementation of the Plan

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

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

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

V. Vision and Goals

Vision

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

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

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

VISION OF ARRAS COMMUNE

In 2015, Arras Commune will be one of the most successful producers, processors and traders of traditional products in the County of Dibra, based substantially on the commune's resources and potential.

Goals

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

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

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

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

Goal 1. Support for planned economic development ensured through building of public infrastructure systems with demand driven standards, which create an environment for development of qualitative private and public activities.

Goal 2. Transformation of Arras commune into a place where businesses are preserved, enhanced and developed in the production, processing and trading sectors of mainly traditional products and where capacities and resources are exploited in a rational way, in order to encourage quality services and tourism.

Goal 3. Achievement of contemporary standards of public services, in a climate of good cooperation between the community and the local authorities.

VI. Local business survey

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

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

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

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



**Analysis of survey performed with production,
processing and trading businesses**

VII. History of the commune

Arras Commune is located in the north-western part of Dibra District. It is 70 km² in size and comprises nine villages with a total population of 5,600 residents. Arras is situated on the western bank of the River Drin i Zi, and lies 380 m to 1,800 m above sea level, by the Pllaja and Ruja mountains.

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

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

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

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

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

VIII. Information and current trends

1. General information

- Arras has a population density of 96 inhabitants per km² in comparison with the average for Dibra of 73.4 inhabitants/km².
- After 1990, the population of Dibra decreased by an average of 16 per cent as a result of emigration, whether abroad or elsewhere in Albania. The figure for Arras is much smaller, with seven per cent leaving the commune in recent years.
- In Dibra, on average 21 per cent of families receive social aid payments, but in Arras the figure is much higher: currently 40 per cent of families receive social aid.
- Agriculture land covers 23 per cent and pastures cover 57 per cent of the territory of the commune. The average surface area of agriculture land is 0.91 ha per family, while at the county level this figure is 0.94 ha per family.
- Household income mainly comes from social aid, sale of produce, money from emigrants and self employment. Household income per person is not known exactly, but is estimated at approximately 130 lekë per person per day.

General information about the commune

Commune of **ARRAS** is situated **20** km from the city of **PESHKOPI** County **DIBËR**

Annual income per capita **800,000** lekë/year **Commune area 5,400** ha

Annual income from local taxes collected by the commune **1,100,000** lekë

Annual income from local taxes planned for the following year **6,300,000** lekë

Annual expenses on infrastructure for year 2006 are as follows **800,000** lekë

Topographic map (Nomenclature)
1:25,000

K-34-77-D-a

K-34-77-D-c

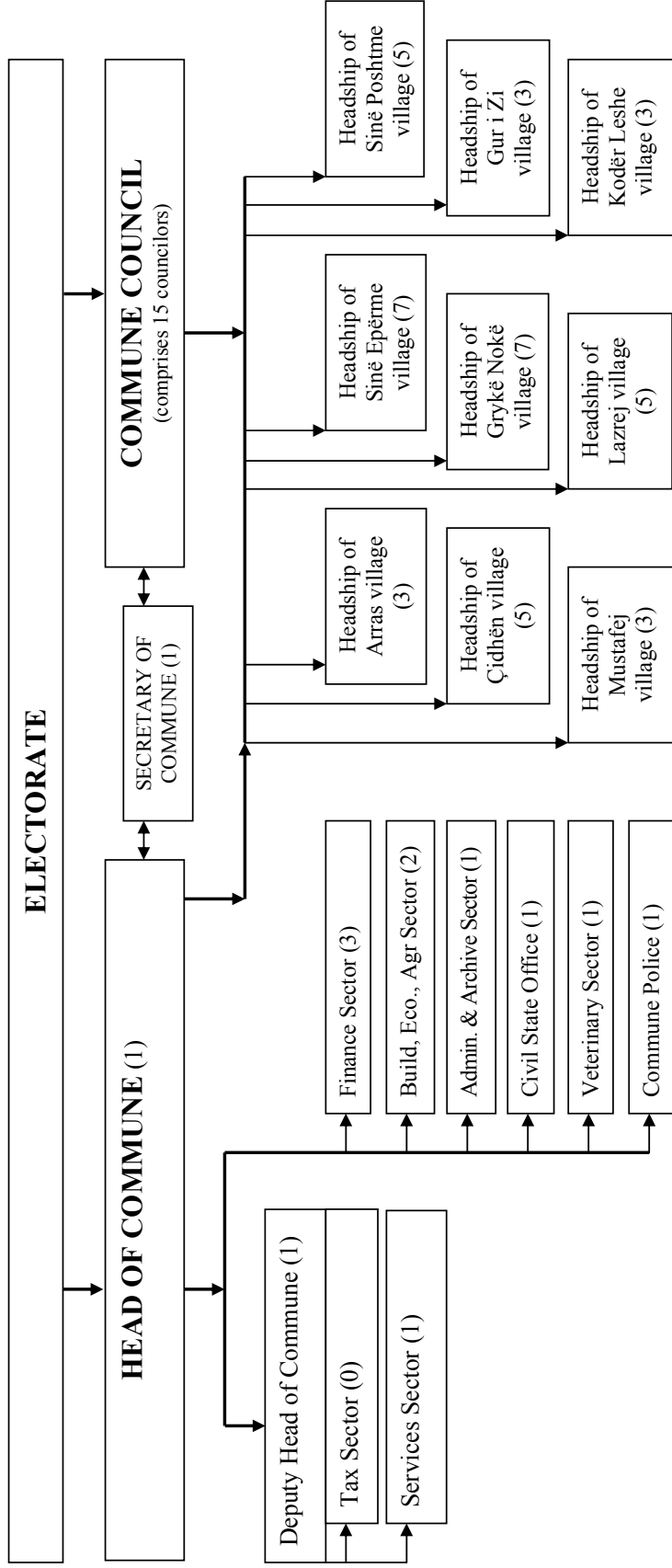
Village	No. of residents	No. of families	No. of incoming families	No. of departing families	No. of emigrants	No. of vehicles	No. of students	No. of children up to 6 years old	Agricultural land (ha)	Forests & Pastures (ha)	Pasturage (ha)	Non-productive (ha)	No. of families with Social Assistance	No. of visits to Health Centre	No. of teachers	No. of doctors	No. of nurses	No. of commercial units
Arras	528	167	2	5	32	6	373	46	220	215			73		16	0	1	3
Sinë e Poshtme	525	152	1	4	24	5	64	32	350	328			42		2	0	1	2
Sinë e Epërme	786	150	4	6	62	4	87	59	120	529			89		8	0	1	2
Çidhën	992	258	11	12	54	5	140	74	160	375			85		11	0	3	3
Grykë Nokë	777	233	6	11	63	5	150	62	140	582			90		11	0	2	2
Gur i Zi	293	82	0	3	20	2	30	18	30	246			30		2	0	1	1
Mustafëj	312	114	2	5	34	4	60	46	80	155			48		2	0	1	1
Lazrej	617	120	3	7	36	6	160	63	70	311			70		10	0	1	1
Kodër Leshë	355	101	2	2	22	3	36	30	90	328			28		2	1	3	1
Commune total	5,185	1,377	31	55	347	40	1,100	430	1,260	3,069	277	162	555		64	1	14	16

Technical data about the commune

Technical conditions of the public infrastructure under the commune jurisdiction:		EVIDENCED PRIOR INVESTMENTS RANKED BY IMPORTANCE		
		Nr	INVESTMENT DENOMINATION	Cost (lekë)
1. Rural roads	total	84		
Reconstructed		4	Building of a community centre + asphaltting of the centre of the commune	16,000,000
Unreconstructed		80	Reconstruction of secondary school Grykë Nokë	5,000,000
2. Urban roads	total	0		
Reconstructed		0	Reconstruction of Arras high school	25,000,000
Unreconstructed		0	Building a water supply system in Sina village	9,500,000
3. Water supplies	total	4		
Reconstructed			Asphaltting of Zall Sinë-Sinë road	40,000,000
Unreconstructed			Asphaltting of Çidhën-Grykë Nokë road	
			Asphaltting of Arras-Çidhën road	
			Asphaltting of Arras-Mustafe-Gur Zi road	15,000,000
4. Schools	total	12		
<i>a) Reconstructed</i>		4	Building the sewerage system in Çidhen	14,000,000
Building area		540	Asphaltting of roads in Arras village	
Garden area		10,113	Reconstruction of secondary school Sinë	
<i>b) Unreconstructed</i>		8	Reconstruction of secondary school Mustafe	
Building area		1,986		
Garden area		22,844		
5. Health centres	total	6		
Reconstructed				
Unreconstructed				
6. Sewer systems	total			
Reconstructed				
Unreconstructed				
7. Irrigation ditches	total	50		
Reconstructed		20		
Unreconstructed		30		
8. Public markets	total	0		
Reconstructed		0		
Unreconstructed		0		
9. Parks & green areas	total	3,000		
Reconstructed				
Unreconstructed		3,000		

2. Administration and local governance

The Administration of Arras Commune comprises thirteen employees, as shown in the scheme below:



3. Agriculture

In Arras commune there are currently 1,200 ha of land available for exploitation for agricultural production, with a potential increase of up to 1,240 ha.

An area of 40 ha is dedicated for fruit trees, but this could be increased up to 150 ha. Vineyards comprise 9 ha, which could be increased to 15 ha. Pastures comprise 277 ha, and 48 ha are exploited for fodder production. There is a production of 40 tons of vegetables and 100 tons of fruit, but there is no local processing business. There are some ten large agricultural machines, and 40 vehicles used for transporting passengers and goods.

About 60 per cent of families have a small production surplus which can be traded. This produce consists mainly of white beans (about 200 Kv), corn (about 500 Kv), apples (about 300 Kv), grapes (about 200 Kv), fodder (about 300 Kv) and small amounts of vegetables, such as potatoes, etc. Medicinal herbs collected by the commune families go to market, including sage (about 500 Kv), thyme (about 300 Kv), primroses (about 20 Kv), wild hazelnuts (about 150 Kv) and small amounts of other healing plants.

Considering the tradition of agricultural production, there are capacities for increasing market produce of corn, apples, pears, cherry, white bean, grape, among others. There are also opportunities to cultivate hazelnuts, which have shown to have a profitable market.

Such increased productivity is possible through reconstruction of the irrigation system, provision of loans for agricultural machinery and through the training of farmers, as well as through the introduction of new strains of plants.

Another action to be taken is the organization and provision of a market for the planned increased produce, while the establishment of a local market for the agricultural productions must be considered.

4. Animal husbandry

There are currently about 6,600 head of small livestock with a predicted increase of up to 7,000 goats and sheep. There are 1,544 head of cattle with predicted increase of up to 1,700 head. Various poultry are reared, mainly chickens (about 4,700 birds) with a potential of increase of up to 6,000 birds.

Bees are traditionally kept in Arras commune and about 10 Kv of honey are produced annually with a potential to increase. Trout are also raised in a private hatchery, and currently produce 70–100 tons of fish per year, with the potential to increase productivity.

About 600 families in the commune trade farm produce, with about 300 Kv of beef and 200 Kv of goat and lamb meat going to market. However, no milk goes to market because of the difficult and costly transport. Instead it is processed, and about 100 Kv of cottage cheese and 10 Kv of butter go to market.

5. Road infrastructure

The level of road infrastructure level is very poor, which has created a considerable disadvantage for production and trading businesses. In order to get to the county centre, a producer has to travel 22 km to Peshkopi, along a road that is not asphalted and in very poor condition. Throughout the commune there are 84 km of roads, of which only 13 km have been reconstructed. There are 66 km inter-urban roads. The situation is expected to improve after the paving of the national road segment between Peshkopi and Muhurr.

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

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

6. Water and electricity supplies

Of the nine villages in Arras commune, only Çidhen and Grykë Nokë (some 30% of the whole community) have a potable water supply. These villages have water pipes installed of total length 8,100 m and 9,200 m, respectively. The possibility exists of supplying another part of the community with water, through operating pumps in the system built in Çidhen. Two other villages, Kodër Leshe and Arras, have a distribution system installed and the operation of a water supply system in Soponika is expected shortly. One particular difficulty concerns the water supply in the villages of Lower Sina and Upper Sina. About 70 per cent of the community obtains drinking water from small springs near their homes.

There is a functional electricity distribution network in Arras, which has a sub-station with sufficient capacity for the whole commune. However, it is essential to increase the number

of hours of supply per day, also through the low level of non technical leaks and the regular payment of electricity bills by 90 per cent of the residents.

Arras commune is supplied with electricity by Fushë Çidhën Sub-Station and the electricity distribution network is operative. There are ten electrical cabins and 20 transformers in good working condition. However, it is essential for improved quality of life and economic development for an increase in the number of hours of electricity supplied, especially given the low level of non-technical leaks and the regularity of payment of electricity bills. The average electricity consumption is about 40 kWh per resident per month.

7. Transport and telecommunication

Community needs for passenger transportation to Peshkopi through the commune villages, as well as transportation for school children is mostly satisfied by 19 privately owned vans, which are not primarily used for this purpose. Valid minibus taxi businesses cannot be established because of the poor road conditions, low income of residents and the consequent low number of passengers. So far, only four vans and one minibus have been registered as a taxi service. Transportation of goods is also carried out by private means, sporadically and for small amounts.

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

8. Education and professional development

There are ten schools in Arras commune, including one secondary school, four nine-year primary schools and five elementary schools. The current number of pupils is 859, of whom 157 attend secondary school. There have been 33 cases of regular non-attendance of school. The distance walked by children to school is relatively long. Currently, 24 children attend higher education, eight of whom have just entered that level.

Needs have been identified for teacher training and the supplying of schools with teaching materials and books. It is essential for a literary and science library to be set up in the schools. Such a library would be useful to the school children, and to other residents after lessons. It is aimed for vocational education to be promoted and it is believed that 70 per cent of children that complete nine-year primary education attend vocational secondary education, and that 50 per cent of those completing vocational secondary education attend higher education.

Professional development is incalculable, and is required by residents that are aware of their need for development in order to face their challenges. Zall Dardha commune is planning professional development opportunities in priority areas, through establishing a qualification organization unit, commencing with the economic management of activities and other courses according to the identified needs. One short-term objective is to bring into operation the existing computer lab at the secondary school to be used also for courses for the public administration as well as for residents. Another common request is for the introduction of foreign language courses.

9. Health care

Currently, in Arras commune there is one health centre and four clinics in operation, with a combined staff of fourteen plus a family doctor. However, there is a need to increase the resources and improve the quality of the health care service. One requirement is the provision of essential equipment and the construction of four additional clinics.

It is necessary for personnel to be better trained in order to reach the standards required for a primary health service, in particular in the following areas: a) treatment of infectious diseases, b) mother and child, c) treatment of emergencies within the framework of a primary health service, and d) family planning and sexually transmitted diseases, as the area's low economic level could cause this disease to emerge.

Currently, there are 50 long-term ill patients (or 10 per thousand residents). The birth rate is low and falling slightly, and infant mortality is zero. The overall natural and mechanical growth rate are low.

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

10. Business

In Arras there are thirteen traders and service providers. The farms, all being small, have no business activity at all because of the small amount of local produce that goes to market. However, a need for training in how to manage agricultural and farming potential has been identified for the commune's families. The basis for new production, elaboration and commercial business is related to both productivity and economic income. In Arras commune four transport businesses for goods and passengers has been established while the following are in process of registration: 15 trading businesses, one production business, five service businesses and one business for gathering of medicinal plants.

The income derived from local taxes and small enterprise taxes for the first nine months of 2007 reached 35,000 lekë, from land use taxes 173,000 lekë, from building taxes, 127,000 lekë, and from vehicle registration, 43,000 lekë.

Of the 1,377 families in the commune, only 60 per cent sell any excess produce. Consolidation of businesses related to agricultural production of 400 families and the animal rearing produce of 600 families is anticipated, along with the development of businesses for production, collecting and processing of medicinal plants, and for honey production and those related to services lacking in the commune. There is willingness for farmers to be organised for collection and trade of products to order.

Initiatives towards professional development and economics management will help the commune achieve its economical development objectives.

11. Assessment of touristic potentials

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

IX. SWOT analysis

S—Strengths that can promote development of the commune

QUALITY OF AGRICULTURAL LAND AND PASTURES OF KNOWN GOOD QUALITY

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

APPROPRIATE ENVIRONMENT FOR AGRICULTURE AND FARMING DEVELOPMENT

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

TRADITION OF WORK AND EDUCATION

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

NATURE IN THE REGION

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

W—Weaknesses, and ways to overcome them

LOW EXPLOITATION OF EXISTING CAPACITIES

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

INADEQUATE ORGANIZATION AND INITIATIVES

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

POOR COORDINATION OF EFFORTS

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

PRODUCTION IS MAINLY FOCUSED ON FAMILY NEEDS

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

SCARCE INFRASTRUCTURE

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

O–Opportunities to be exploited to help development

WILLINGNESS OF LOCAL AND CENTRAL AUTHORITIES

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

OPPORTUNITIES FOR TOURISM DEVELOPMENT

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

USE OF MICRO CREDITS

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

INCREASE IN TRADITIONAL PRODUCE BY FARMERS

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

POTENTIAL FOR NEW AND LESS DEVELOPED PRODUCE IN THE AREA

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

APPLICATION OF MODELS OF COOPERATION BETWEEN FARMERS

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

DEVELOPMENT OF GATHERING, PROCESSING AND TRADING BUSINESSES

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

encourage increased farm productivity, as planning, access to the market and sale of the produce are facilitated.

T—Threats and ways to neutralize them

DELAYS TO ESSENTIAL IMPROVEMENT OF INFRASTRUCTURE

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

LACK OF COMMITMENT OF FARMERS IN COMMON INITIATIVES

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

EMIGRATION OF YOUNG QUALIFIED WORKFORCE

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

ENVIRONMENTAL DEGRADATION

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

INADEQUATE ENGAGEMENT OF CENTRAL AUTHORITIES TO IMPROVE THE SITUATION

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

X. Matrix of the Strategic Plan

In 2015, Arras Commune will be one of the most successful producers, processors and traders in Dibra District for traditional products, based substantially on the commune resources and potential						
Goal	Field	Objective	Programme	Project	No.	
G1: Support for planned economic development ensured through building of public infrastructure systems with demand driven standards, which create an environment for development of qualitative private and public activities	Transport and telecommunications	Objective 1.1 Inclusion of commune in national communications system and establishment of an effective transport system	1.1.1 Communications Infrastructure	Design and setting up of cable phone connection with national network, and functioning of the postal service	1	
				Installation of TV antenna to enable broadcasting of public TV channels in commune	2	
				Organization of transport dispatcher with commune's vehicle owners	3	
	Road infrastructure	Objective 1.2 Building road infrastructure with standards that will satisfy the needs of the community and businesses and that will help accelerate the economic and social development of the commune	1.2.1 Road infrastructure	Organization of transport	Establishment and availability of transportation for school children	4
					Construction, arrangement and paving of community centre	5
					Design and construction of road from Lazrej to Gur i Zi	6
					Design and construction of road from Gryk Nokë to Praté	7
					Paving of internal roads in the urban areas of the region	8
					Construction of roads within Sinë e Poshtme Village	9
					Paving of national road from Muhurr to Arras	10
					Paving of Zall Sinë–Sinë road	11
					Paving of Arras–Çidhën road	12
					Paving of Çidhën–Grykë Nokë road	13
	Paving of Arras–Mustafë–Gur i Zi road	14				
	Water and electricity supply	Objective 1.3 Installation of water supply, electricity network and sewage systems to levels that support a good quality of life for the community	1.3.1 Water supply infrastructure	Sanitation in infrastructure	Design and construction of traffic bridge over River Drini i Zi, linking Arras with Fushë Çidhën	15
					Design and installation of a water supply system in Sinë e Poshtme Village	16
					Design and installation of a water supply system in Upper Sina Village	17
					Design and installation of a water supply system in Mustafëj Village	18
					Construction of reservoir for Grykë Nokë Village	19
					Finalization of water supply system for Soponika	20
					Construction of sewage system for Çidhën Village	21

Goal	Field	Objective	Programme	Project	No.
G2: Transformation of Arras commune into a place where businesses are preserved, enhanced and developed in the production, processing and trading sectors of mainly traditional products and where capacities and resources are exploited in a rational way, in order to encourage quality services and tourism	Agriculture	Objective 2.1 Increase in quantity and quality of agricultural produce with the destination market guaranteed	2.1.1 Irrigation and drainage infrastructure for agriculture	Reconstruction of existing 30 km-long irrigation system	22
				Construction of irrigation system for land below the level of the River Seta	23
			2.1.2 Capacity building	Construction of dams along Drini and Seta rivers	24
				Purification of drainage channels in Zall-Sinë, Barnaj, Brraka, Ceka, Mustafej villages (150 ha)	25
				Provision of training courses for farmers on agricultural issues and use of agricultural machinery	26
			2.2.1 Veterinary service	Establishment of Agriculture Farmers' Association	27
				Periodic vaccination of cattle and small livestock according to regulations	28
			2.2.2 Encouraging establishment of businesses	Establishment of artificial breeding centre	29
	Non-agricultural business	Objective 2.2 Arras will be the most successful producer, processor and trader in Dibra region when it comes to traditional fruit production, agriculture and farming produce, fish and medicinal herbs	2.2.3 Carrying out agriculture survey	Construction of dairy for collection and processing of dairy produce in Gryk Nokë	30
				Development of research into increasing traditional fruit growing production, according to market demands	31
				Carrying out of research into potential of cultivation and processing of sage for export	32
				Carrying out of research for cattle stock improvement	33
				Carrying out of research into opportunities for cultivation of hazelnuts, including gathering and processing	34
			2.2.4 Capacity building	Organization of qualification courses in cattle stock improvement	35
				Organization of qualification courses in fruit-growing	36
				Organization of qualification courses for apiculturists and cultivators of medicinal herbs	37
				Organization of qualification courses for stockbreeders	38
				Organization of course in financial management of small farms	39
			1.1.5 Organization capacity building	Establishment of Medicinal Herb Collectors' Association	40
				Establishment of structure for planning production addressed to the market demands, at commune level (INGEK)	41
				Establishment of Livestock Farmers' Association	42

Goal	Field	Objective	Programme	Project	No.
G3: Achievement of contemporary standards of public services, in a climate of good cooperation between the community and the local authorities	Tourism	Objective 2.3 Creation of adequate conditions for development of eco- tourism and support of mountain and family tourism	2.2.6 Carrying out electricity survey	Survey into possibility of building small HECs on River Seta	43
			2.3.1 Carrying out tourism survey	Design of research into identifying opportunities for tourism development Design of research into the creation of new hunting parks, stimulating the cultivation of wild animals and wildfowl	44
			2.3.2 Capacity building	Carrying out courses on promoting family, mountain and eco-tourism	45
			3.1.1 Infrastructure	Reconstruction and building of extension for the commune building	46
			3.1.2 Capacity building	Installation of equipment for Commune staff and training for them in how to use it Establishment of Professional Development Unit in the commune	47
			3.1.3 Administrative management	Training of commune employees and advisers	48
	Governance and administration	Objective 3.1 Modernization of commune administration to meet qualitatively the demands and economic development of the commune	3.1.3 Administrative management	Exchange of experiences with a developed commune Annual organization of questionnaire on satisfaction level with government and gathering of family data Implementation of monitoring and assessment system of administration performance	49
			3.1.4 Carrying out public administration survey	Improved finance and bookkeeping in commune administration by introduction of ALFA accounting software Certification of commune public properties	50
			3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	51
			3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	52
			3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	53
			3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	54
			3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	55
			3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	56
3.1.4 Carrying out public administration survey	Carrying out of survey on efficient management capacities of public property Development of study into likely economic and social effects of construction of Skavica HEC reservoir	57			

Goal	Field	Objective	Programme	Project	No.		
	Professional education and development	Objective 3.2 Achievement of standards for development of compulsory and secondary school education, along with the development of vocational training	3.2.1 School physical infrastructure	Reconstruction of school buildings in Arras and Gryké Noké, including the necessary infrastructure	58		
				Reconstruction of primary school in Siné	59		
				Construction of elementary school in Gryké Noké	60		
				Reconstruction of primary school in Mustafej	61		
				3.2.2 Raising community awareness	Establishment of literary and scientific library for the secondary school	62	
					3.2.3 Professional capacity building	Holding of awareness raising campaign on attendance and non-abandonment of compulsory education	63
					3.2.4 Carrying out education survey	Support for university and post-university teacher's qualification	64
					3.3.1 Professional development	Research into organization of pre-school education	65
					3.3.2 Health service infrastructure	Training of medical staff	66
						Reconstruction of health care centre	67
Health care			3.3.3 Raising community awareness	Construction of new medical clinics in Arras, Gryké Noké and Mustafej	68		
				Provision of necessary materials and office equipment for health centre	69		
				Provision of ambulance for health centre	70		
				Provision of refrigerators for safeguarding vaccines in clinics	71		
				Preparation of flyers to inform people about health issues	72		
Environmental protection		Objective 3.4 Environmental protection of lands and green areas in the commune	3.4.1 Carrying out environment survey	Installation of generator with moderate power in health centre	73		
				3.4.2 Environmental protection	Design and undertaking of study into preventing soil erosion	74	
					Protection and maintenance of commune forests	75	

XI. Forms on strategic development

ADF, Albanian Development Fund; LG, Local government; CG, Central government

DEVELOPMENT SECTOR		PROJECT		DEVELOPMENT SECTOR INDICATORS		DEVELOPMENT MEASURING INDICATORS	
Indicator	Quantity	Unit	Explanatory notes	Indicator	Quantity	Unit	Contributor
MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE							
PUBLIC ADMINISTRATION							
AIM	Achievement of contemporary standards of public services, in a climate of good cooperation between the community and the local authorities						
OBJECTIVE	PROGRAMME Modernization of commune administration to meet qualitatively the demands and economic development of the commune						
1	Reconstruction and building of extension for the commune building			Capacity building	2008	2009	500,000
2	Installation of equipment for Commune staff and training for them in how to use it			Administrative management	2008	2008	16,000,000
3	Establishment of Professional Development Unit in the commune			Carrying out public administration study	2008	2008	2,000,000
4	Training of commune employees and advisers			Implementing software			
5	Exchange of experiences with a developed commune						
6	Annual organization of questionnaire on satisfaction level with government and gathering of family data						
7	Implementation of monitoring and assessment system of administration performance						
8	Improved finance and bookkeeping in commune administration by introduction of ALFA accounting software						
9	Certification of commune public properties						
10	Carrying out of survey on efficient management capacities of public property						
11	Development of study into likely economic and social effects of construction of Skavica HEC reservoir						
DEVELOPMENT SECTOR INDICATORS							
1	Number of commune administration employees	10	15	Income per capita/year	1	300	Euro
2	Number of public institutions operating in commune	4	8				
3	Number of employees in public administration	105	120				
4	Number of pensioners	600	650				
5	Public enterprises (list)	15	15				
6	Number of counsellors	9	11				
7	Number of supervisors	0	2				
8	Number of businesses associations						
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
1	National Strategy of Economic and Social Development						
HEAD OF COMMUNE							

MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE

DEVELOPMENT SECTOR

AGRICULTURE

Transformation of Arras commune into a place where businesses are preserved, enhanced and developed in the production, processing and trading sectors of mainly traditional products and where capacities and resources are exploited in a rational way, in order to encourage quality services and tourism

PROGRAMME

Irrigation and drainage infrastructure for agriculture
Capacity building

OBJECTIVE

Increase in quantity and quality of agricultural produce with the destination market guaranteed

1

PROJECT

	Implementation period	Approximate cost (lekë)	Implementer	Contributor
1	2008	30,000,000		
2	2008	15,000,000		
3	2008	100,000		
4	2010	10,000,000		
5	2008	10,000,000		
6	2008	300,000	LG	LG

DEVELOPMENT SECTOR INDICATORS

DEVELOPMENT MEASURING INDICATORS

Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	5,400	5,400	ha		1		
2	1,200	1,240	ha		2		
3	40	150	ha		3		
4	9	15	ha				
5	267	267	ha				
6	3	5					
7	40	40	ton				
8	100	150	ton				
9	0	3					
10	10	15					
11	40	50					

National of Regional Sectorial Strategies and Plans Affecting this Development Sector

- 1 National Economic and Social Development Strategy
- 2 Region Development Strategy
- 3 Agriculture Development Strategy

KRYETARI I KOMUNËS ARRAS

MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE

DEVELOPMENT SECTOR

FARMING

Transformation of Arras commune into a place where businesses are preserved, enhanced and developed in the production, processing and trading sectors of mainly traditional products and where capacities and resources are exploited in a rational way, in order to encourage quality services and tourism

OBJECTIVE

Arras will be the most successful producer, processor and trader in Dibra region when it comes to traditional fruit production, agriculture and farming produce, fish and medicinal herbs

PROGRAMME

Veterinary service
Encouraging establishment of businesses
Carrying out agriculture survey

PROJECT

Implementation period

Implementation period	Approximate cost (lekë)	Implementer	Contributor
2008	130,000,000		Donors, LG
2008	250,000		
2008	400,000		LG, Farmers, CG
2009	3,500,000		

- 1 Periodic vaccination of cattle and small livestock according to regulations
- 2 Establishment of artificial breeding centre
- 3 Construction of dairy for collection and processing of dairy produce in Gryk Nokë
- 4 Organization of qualification courses for stockbreeders
- 5 Organization of qualification courses in cattle stock improvement
- 7 Establishment of Livestock Farmers' Association

DEVELOPMENT SECTOR INDICATORS

Indicator	Quantity		Unit	Explanatory notes
	2006	2015		
1 Commune area	1,300	1,305	ha	
2 Fodder production area	48	60	ha	
3 Pasturage area	277	290	ha	
4 No. of smaller livestock	6,600	7,000		
5 No. of cattle	1,544	1,700		
6 No. of poultry	4,700	6,000		
7 No. of micro-farms	8	10		
8 Annual honey production	10	20	Kv	
9 Annual fish production	70	100	ton	
10 Annual vegetables production	40	150	ton	
11 Annual fruit production	100	150	ton	
12 No. of processing activities	0	4		
13 No. of stockbreeders	1,366	1,400		

DEVELOPMENT MEASURING INDICATORS

Indicator	Quantity	Unit
1 Increasing farming production	40	ton
2 Increased number of livestock	400	pieces
3 Increased improvement of pedigree	156	pieces
4 Quantity of produce going to market	20	ton
5 Processing of farming produce	30	ton

National of Regional Sectorial Strategies and Plans Affecting this Development Sector

- 1 National Economic and Social Development Strategy
- 2 Region Development Strategy

HEAD OF ARRAS COMMUNE

MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE					
ROAD INFRASTRUCTURE					
Support for planned economic development ensured through building of public infrastructure systems with demand driven standards, which create an environment for development of qualitative private and public activities					
PROGRAMME					
Road infrastructure					
DEVELOPMENT SECTOR	PROJECT	Implementation period	Approximate cost (lekë)	Implementer	Contributor
AIM					
OBJECTIVE					
1	Building road infrastructure with standards driven by demands of residents and businesses in order to accelerate the economic and social development in the commune				
1	Construction, arrangement and paving of community centre	2008	16,000,000		LG, CG
2	Design and construction of road from Lazrej to Gur i Zi	2010	21,700,000		
3	Design and construction of road from Gryk Nokë to Pratë				
4	Paving of internal roads in the urban areas of the region		40,000,000		
5	Construction of roads within Sinë e Poshtme Village		15,000,000		
6	Paving of national road from Mulhurr to Arras				
7	Paving of Zall Sinë–Sinë road	2008	150,000,000	Private entity	LG, ADF
8	Paving of Arras–Çidhën road	2009	16,000,000	Private entity	LG, ADF
9	Paving of Çidhën–Grykë Nokë road	2009	136,000,000	Private entity	LG, CG
10	Paving of Arras–Mustafë–Gur i Zi road				
11	Design and construction of traffic bridge over River Drini i Zi, linking Arras with Fushë Çidhën	2008	45,000,000		LG, CG, Donors
DEVELOPMENT SECTOR INDICATORS					
Indicator	Quantity	2006	2015	Unit	Explanatory notes
1	Length of rural roads	84	84	km	Connection with Lura extended
2	Reconstructed rural roads	13	13	km	
3	Unreconstructed rural roads	53	53	km	
4	Length of road to nearest city	22	22	km	
5	Internal roads	66	66	km	
6	Journey time from nearest city	1	1	hours	
DEVELOPMENT MEASURING INDICATORS					
Indicator	Denomination	Quantity	Unit		
National of Regional Sectoral Strategies and Plans Affecting this Development Sector					
1	National Economic and Social Development Strategy				
2	Region Development Strategy				
HEAD OF ARRAS COMMUNE					

MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE							
DEVELOPMENT SECTOR	EDUCATION AND VOCATIONAL DEVELOPMENT						
AIM	Achievement of contemporary standards of public services, in a climate of good cooperation between the community and the local authorities						
OBJECTIVE	PROGRAMES School physical infrastructure Raising community awareness Professional capacity building Carrying out education survey						
1	Achievement of standards for development of compulsory and secondary school education, along with the development of vocational training						
	IMPLEMENTATION PERIOD 2008 2009						
	APPROXIMATE COST (LEKË) 33,000,000						
	CONTRIBUTOR						
PROJECT							
1	Reconstruction of school buildings in Arras and Grykë Nokë, including the necessary infrastructure						
2	Reconstruction of primary school in Sinë						
3	Construction of elementary school in Grykë Nokë						
4	Reconstruction of primary school in Mustafëj						
5	Establishment of literary and scientific library for the secondary school						
6	Holding of awareness raising campaign on attendance and non-abandonment of compulsory education						
7	Support for university and post-university teacher's qualification						
8	Research into organization of pre-school education						
9	Organization of qualification courses in fruit-growing (G2)						
10	Organization of qualification courses for apiculturists and cultivators of medicinal herbs (G2)						
11	Organization of qualification courses for stockbreeders (G2)						
DEVELOPMENT SECTOR INDICATORS							
Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	No. of schools	10	8	Concentration of schools	1	Teachers per inhabitant	%
2	No. of pupils up to 8th grade	702		Mobility of the population	2		
3	No. of pupils not attending school	33	0		3		
4	No. of pupils in higher education	24	50		4		
5	No. of pupils per class	40	32		5		
6	No. of teachers	64					
National of Regional Sectorial Strategies and Plans Affecting this Development Sector							
					1	National Economic and Social Development Strategy	
					2	Region Development Strategy	

HEAD OF ARRAS COMMUNE

DEVELOPMENT SECTOR		MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE			
AIM		HEALTH			
OBJECTIVE		PROGRAMME			
1 Improvement of health of population		Professional development Health service infrastructure Raising community awareness			
PROJECT		Implementation period	Approximate cost (lekë)	Implementer	Contributor
1	Training of medical staff	2007	50,000		
2	Reconstruction of health care centre	2007	550,000		
3	Construction of new medical clinics in Arras, Grykë Nokë and Mustafej	2008	4,500,000		
4	Provision of necessary materials and office equipment for health centre	2008	500,000		
5	Provision of ambulance for health centre	2009	1,500,000		
6	Provision of refrigerators for safeguarding vaccines in clinics	2008	100,000		
7	Preparation of flyers to inform people about health issues	2008	100,000		
8	Installation of generator with moderate power in health centre	2008	100,000		
DEVELOPMENT SECTOR INDICATORS		DEVELOPMENT MEASURING INDICATORS			
Indicator	Quantity		Indicator	Quantity	Unit
	2006	2015			
1 No. of health personnel	14	22	1 Vaccination	99	%
2 No. of doctors	1	3	2 Mortality rate		/1000 inhabitants
3 No. of ambulances	4	8	3 Births	10	/1000 inhabitants
4 No. of health centres	1	2	4 People with chronic disease	10	/1000 inhabitants
5 Births	10	20			
6 People with chronic disease	10	5			
			National of Regional Sectorial Strategies and Plans Affecting this Development Sector		
			1	National Economic and Social Development Strategy	
			2	Region Development Strategy	
HEAD OF ARRAS COMMUNE					

MID-TERM DEVELOPMENT STRATEGY FOR ARRAS COMMUNE

DEVELOPMENT SECTOR

TOURISM

Transformation of Arras commune into a place where businesses are preserved, enhanced and developed in the production, processing and trading sectors of mainly traditional products and where capacities and resources are exploited in a rational way, in order to encourage quality services and tourism

OBJECTIVE

PROGRAMME

Creation of adequate conditions for development of eco-tourism and support of mountain and family tourism

Carrying out tourism survey

Capacity building

PROJECT

**Implementa-
tion period**

Implementer

Contributor

**Approximate
cost (lekë)**

- | | | | | | |
|----------|---|------|------|---------|--|
| 1 | Design of a research into identifying opportunities for tourism development | 2008 | 2009 | 100,000 | |
| 2 | Design of research into the creation of new hunting parks, stimulating the cultivation of wild animals and wildfowl | 2008 | 2009 | 50,000 | |
| 3 | Carrying out courses on promoting family, mountain and eco-tourism | | | | |

DEVELOPMENT SECTOR INDICATORS

DEVELOPMENT MEASURING INDICATORS

Indicator	Quantity		Unit	Explanatory notes	Indicator	Quantity	Unit
	2006	2015					
1	0	3				1	
2	0	150				2	
3	0	3				3	
4	1	5				4	
5	0						
6	0	300					
7							
8	0	100,000					
9							
10	5						
11							
12							
13							
14							
15							

**National of Regional Sectoral Strategies and Plans Affecting this
Development Sector**

- | | |
|----------|---|
| 1 | National Economic and Social Development Strategy |
| 2 | Region Development Strategy |
| 3 | National Tourism Strategy |

meat, cheese, milk, butter, etc.

HEAD OF ARRAS COMMUNE

XII. Project fiches

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

Project Title	Code G1.O1.P1.Pr1	Objective:
Design and setting up of cable phone connection with national network, and functioning of the postal service		Inclusion of commune in national communications system and establishment of an effective transport system
Short project description:		
<p>Through this project it will be possible to connect the commune with the national landline telephone network. The project will be divided into phases where, besides a cable connection with the national network, a switchboard will be established with adequate capacities for all customers in each village, along with an appropriate network, and the functioning of the postal service in collaboration with the main directorate. More specifically the following will be undertaken:</p> <p><u>Project-study phase:</u></p> <ol style="list-style-type: none"> 1. Design and estimate of works including laying the cable, construction of central building, delivery of network and post office 2. Study, design and preparation of estimate for equipment of the switchboard, phone network and post office 3. Project study and estimates and cooperate with potential partners to establish implementation phases and contributions of the project participants <p><u>Building phase:</u></p> <p>Carrying out of procurement procedures for building and installation. Carrying out of project approved by the competent authorities</p> <p><u>Operation phase:</u></p> <p>Putting the phone network and postal service into operation, according to a prearranged agreement with projects participants.</p>		
Outcomes:		Beneficiary:
Landline service provided and available for commune's clients		Community
Normal communication between institutions created		Educational Directorate and school board
Various services available for the community through post office		Commune
Internet access based on actual needs provided		
Potential actors:		Potential contributions in the project:
Commune authorities		Commune
General Post Office Directorate		Potential local and foreign donors
Ministry of Public Works, Transport and Telecommunications		Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research		Insufficient funds provided
Approval of adequate funds based on agreement with project partners		Lack of agreements between the main actors
Provision of respective authorizations concerning project implementation		Weak management and coordination among project participants
Estimated expenditures:		
For project study phase	() lekë	
For building phase	() lekë	
For operation phase (for one year)	() lekë	
TOTAL:		
Implementation period:	2008–2010	Outcome period:
		2010

Project Title	Code G1.O2.P1.Pr6	Objectives:
Design and construction of road from Lazrej to Gur i Zi		Building road infrastructure with standards that will satisfy the needs of the community and businesses and that will help accelerate the economic and social development of the commune
Short project description:		
This project will design and build a road linking Lazrej with Gur i Zi. The road is considered to be necessary as it will link two adjacent villages.		
The road will have the following approximate characteristics:		
Length ___ km; breadth ___ m; canals ___ m; cross ditches ___ m; bridge ___ (___ m in length); dams ___ m.		
The road foundation will consist of ___ (___%) and stone (___%). Approximately ___ m ³ of stone will be laid.		
Outcomes:		Beneficiary:
Rapid and reliable communication with commune centre		Village communities
Economic activities encouraged and facilitated		Business community
Services offered in centre of commune broadly expanded		Commune administration
Transport for school children faster and less expensive		
Potential actors:		Potential contributions in the project:
Commune authorities		Commune
Dibra district		Dibra district
General Roads Directorate		Local and foreign donors
Ministry of Public Works, Transport and Telecommunications		Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research		Insufficient funds provided
Approval of adequate funds based on agreement with project partners		Lack of agreements between cooperating institutions
Provision of respective authorizations concerning project implementation		Weak management and coordination among project participants
Estimated expenditures:		
For the project-study phase		() lekë
For the building phase		() lekë
TOTAL:		
Implementation period:	2008–2010	Outcome period: 2010

Project Title Design and construction of road from Gryk Nokè to Pratè	Code G1.02.P1.Pr7	Objectives: Building road infrastructure with standards that will satisfy the needs of the community and businesses and that will help accelerate the economic and social development of the commune
Short project description: This project will design and build a road linking Gryk Nokè with Pratè. The road is considered to be necessary because _____. The road will have the following approximate characteristics: Length ___ km; breadth ___ m; canals ___ m; cross ditches ___ m; bridge ___ (___ m in length); dams ___ m. The road foundation will consist of ___ (___ %) and stone (___ %). Approximately ___ m ³ of stone will be laid.		
Outcomes: Rapid and reliable communication with commune centre Economic activities encouraged and facilitated Services offered in centre of commune broadly expanded Transport for school children faster and less expensive		Beneficiary: Village communities Business community Commune administration
Potential actors: Commune authorities Dibra district General Roads Directorate Ministry of Public Works, Transport and Telecommunications		Potential contributions in the project: Commune Dibra district Local and foreign donors Central authority institutions
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation		Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Weak management and coordination among project participants
Estimated expenditures: For the project-study phase For the building phase		() lekè () lekè
	TOTAL:	
Implementation period: 2008–2010		Outcome period: 2010

Project Title	Code G1.02.P1.Pr9	Objectives:
Construction of roads within Sinë e Poshtme Village		Building road infrastructure with standards that will satisfy the needs of the community and businesses and that will help accelerate the economic and social development of the commune
Short project description:		
This project will design and build road linking the various quarters of the village of Sinë e Poshtme. These roads are considered necessary _____.		
The road will have the following approximate characteristics:		
Length __ km; breadth __ m; canals __ m; cross ditches __ m; bridge __ (__ m in length); dams __ m.		
The road foundation will consist of __ (__ %) and stone (__ %). Approximately __ m ³ of stone will be laid.		
Outcomes:		Beneficiary:
Rapid and reliable communication with commune centre		Village communities
Economic activities encouraged and facilitated		Business community
Services offered in centre of commune broadly expanded		Commune administration
Transport for school children faster and less expensive		
Potential actors:		Potential contributions in the project:
Commune authorities		Commune
Dibra district		Dibra district
General Roads Directorate		Local and foreign donors
Ministry of Public Works, Transport and Telecommunication		Central authority institutions
Preliminary conditions:		Risk factors:
Preparation of projects, estimates and research		Insufficient funds provided
Approval of adequate funds based on agreement with project partners		Lack of agreements between cooperating institutions
Provision of respective authorizations concerning project implementation		Weak management and coordination among project participants
Estimated expenditures:		
For the project-study phase		() lekë
For the building phase		() lekë
	TOTAL:	
Implementation period:	2008–2010	Outcome period:
		2010

Project Title	Code G1.O3.P1.Pr16	Objectives:
Design and installation of a water supply system in Siné e Poshtme Village		Installation of water supply, electricity network and sewage systems to levels that support a good quality of life for the community
Short project description:		
<p>This project consists in the design and construction of a water supply system in the village of Siné e Poshtme. It will provide potable water for the following areas: _____ and _____. The spring of fresh water at _____ will be exploited. This spring has an estimated average flow of _____ m³/s. The water supply system will be gravity driven. There will be _____ deposits with an estimated capacity of _____ m³. For construction of this water supply system the following steps will be undertaken:</p> <ol style="list-style-type: none"> 1. Research into possibilities and capacities of collection and of delivery network 2. Implementation of full technical project and preparation of estimates for construction and provision with necessary machinery and equipment 3. Research opportunities for financing of this project with other potential actors, such as central authority institutions, the district and various donors 4. Signing of agreement between the commune authorities and other participants 5. Approval of respective authorizations for construction of the work 6. Performing of legal procurement procedures for project implementation 7. Definition of form and organizational structures for management of the work 		
Outcomes:		
Community of 525 residents supplied with water Existing and prospective economic activities facilitated Satisfaction and trust of residents in governance organs increased		
Potential actors:		
Commune authorities Dibra district General Roads' Directorate Ministry of Public Works, Transport and Telecommunications		
Preliminary conditions:		
Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation		
Estimated expenditures:		
For project study phase For construction phase		
TOTAL:		
Implementation Period		Outcome period:
2008–2010		2010

Project Title: Construction of irrigation system for land below the level of the River Seta	Code: G2.O1.P1.Pr23 Objective: Increase in quantity and quality of agricultural produce with the destination market guaranteed
Short project description: Through this project the irrigation of agricultural lands not currently watered will be possible. The system will supply ___ villages, increasing the likelihood of increased agricultural production. The water will be collected from ___. The approximate length of the main ditches will be ___ km, while that of the secondary ditches will be ___ km. The area watered through this irrigation system is expected to be approximately ___ ha. For realization of this project, the following steps will be undertaken: <ol style="list-style-type: none"> 1. Preparation of research into possibilities and needs of areas planned to be irrigated 2. Study into financing opportunities for the project 3. Preparation of technical project for approval by the competent organs 4. Formalization of possible agreements among project participants 5. Authorization approval for project implementation 6. Performing of legal procurement procedures for project implementation 7. Formalization of management and maintenance of irrigation system 	
Outcomes: Planned area watered Productivity of irrigated lands increased Economic level of farmers benefiting from project increased Trust and satisfaction level of community, as well as economic level, increased	Beneficiary: Village community Business community Commune administration
Potential actors: Commune authorities Dibra district Potential investors Regional Agriculture Directorate Ministry of Agriculture and Food	Potential contributions in the project: Commune Dibra district Potential local and foreign donors Central authority institutions
Preliminary conditions: Preparation of projects, estimates and research Approval of adequate funds based on agreement with project partners Provision of respective authorizations concerning project implementation	Risk factors: Insufficient funds provided Lack of agreements between cooperating institutions Poor management by project participants
Estimated expenditures: For project study phase For building phase <p style="text-align: right;">Total</p>	() lekë () lekë
Implementation period: 2008–2010	Outcome period: 2010

Project Title: Construction of dairy for collection and processing of dairy produce in Gryk Nokë	Code: G2.O2.P2.Pr30 Objective Arras will be the most successful producer, processor and trader in Dibra region when it comes to traditional fruit production, agriculture and farming produce, fish and medicinal herbs
Short project description: This project consists in the establishment of a dairy unit for the processing of farming produce in Gryk Nokë Village. There are currently three alternatives: it could be private property and privately run; property of the commune and managed by it; or property of the commune and managed privately. Irrespective of the implementation, the need for preparation of a building and technological project that meets the regional farming requirements is indisputable. The project is planned to be divided into various phases as follows: <u>Study and designing phase</u> 1. Establish a working group for researching potential alternatives regarding the proprietary and management form, based on the calculated capacity; 2. Prepare technical, building and technological project as well as the respective estimates; 3. Research financing opportunities according to the identified alternatives; 4. Determine the method and form of project implementation <u>Building phase</u> 1. Approval of respective authorizations by the competent authorities; 2. Carrying out of procurement procedures for monitoring the building and implementation of the approved project by the competent authorities <u>Operation phase</u> Making project operational according to the agreement prearranged with the participants.	
Outcomes: Centralized processing service of farming products provided Farming products as result of market provision increased Collaboration between farmers encouraged Opportunities for guaranteed market increased	Beneficiary: Farming community Business community Commune
Potential actors: Commune authorities Farming farmers Interested central and local institutions	Potential contributions in the project: Commune Potential local and foreign donors Interested private farmers and investors Central and local authority institutions
Preliminary conditions: Carrying out research into alternatives, projects and estimates Provision of adequate funds based on agreement with project partners Provision of respective authorizations for project implementation	Risk factors: Insufficient funds provided Lack of agreements between main actors Weak management and coordination of project participants
Estimated expenditures: For project study phase For building phase For operation phase (for one year)	 () lekë () lekë () lekë
Implementation period: 2008–2010	Outcome period: 2011
TOTAL:	

Project Title: Carrying out of research into potential of cultivation and processing of sage for export	Code: G2.O2.P3.Pr32 Objective Arras will be the most successful producer, processor and trader in Dibra region when it comes to traditional fruit production, agriculture and farming produce, fish and medicinal herbs
Short project description: This project will study the possibility of increasing and furthering exploitation of sage by the local community. There is usually sporadic collection and sale of this herb, but the activity could be more productive while opportunities for cultivation, collection and processing could be arranged. The project will study these opportunities and prepare guidelines for the implementation and method of development of related economic activities. It would act as a model for other medicinal plants with economic potential. For the realization of this project, the following steps will be followed: 1. Find possible financing for this study that comprises the following activities: a) Collection and analysis of existing statistic, scientific and marketing data, through establishing a working group; b) Preparation of a study based on the collected data, including a practical guide that is comprehensible to farmers; c) Publishing, promotion and delivery of booklets to those interested 2. Identify interested persons and plan further activities on concrete terms that provide contribution of all actors 3. Approval from commune council of incentives and facilitation measures for the development of economic activities in the field of medicinal plants.	
Outcomes: Sage collection increased Authentic economic activities related to sage encouraged Economic level of farmers improved Trust and satisfaction of community increased and economic level improved	
Potential actors: Commune authorities Dibra district Potential investors Regional Agriculture Directorate Ministry of Agriculture and Food	
Preliminary conditions: Provision of adequate funds for carrying out all components Procurement and engagement of specialists to perform study Provision of cooperation with institutions that may help in project	
Estimated expenditures: For data collection phase For study phase For publication and promotion phase TOTAL:	
Implementation period: 2008–2009	Outcome period: 2009

Project Title:	Code: G2.O2.P5.Pr27,40,42	Objective
27. Establishment of Agriculture Farmers' Association (Obj. 2.1) 40. Establishment of Medicinal Herb Collectors' Association (Obj. 2.2) 42. Establishment of Livestock Farmers' Association (Obj. 2.2)		Arras will be the most successful producer, processor and trader in Dibra region when it comes to traditional fruit production, agriculture and farming produce, fish and medicinal herbs
Short project description:		
<p>This project will enable the institutionalization of cooperation between farmers with common interests.</p> <p>For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. In collaboration with field specialists, the commune will prepare information material regarding the advantages for farmers' associations or groups with common interests, as well as their institutionalization in order to be an active factor in the economic and social life of the commune and beyond 2. Delivery of information and organization of public meetings with the interested parties to explain facilitating methods that the commune will provide for special environments for periodical meetings, etc., as well as for assuring them that a united voice will be considered in the decisions of the local authorities 3. Assistance in the foundation and legalization of these associations based on free will and common interests, helping them in preparing a statute and a functional form of organization 4. Approval in the commune council of a fund for the support of these associations in the first phases of their activity, considering them as future partners 		
Outcomes:		Beneficiary:
Level of cooperation among farmers with common interests increased Premises on increasing community participation in decision-making process provided Economic level of field businesses increased Indispensable partners provided for local governance		Commune administration Business community with common interests
Potential actors:		Potential contributions in the project:
Commune authorities and administration employees Farmers with common interests AAC, district, SNV, etc.		Commune Potential local and foreign donors Business community
Preliminary conditions:		Risk factors:
Preparation of information materials Selection of reliable, organisationally skilled individuals for assistance Community as well informed as possible		Insufficient information provided to farmers Negligence of local administration employees and farmers Lack of trust in outcomes
Estimated expenditures:		
For information materials For organization of meetings For preparation and legalization of documents		() lekë () lekë () lekë
Implementation period:	TOTAL:	Outcome period:
2008–2009		2009

Project Title: Installation of equipment for Commune staff and training for them in how to use it	Code: G3.O1.P1.Pr48 Objective: Modernization of commune administration to meet qualitatively the demands and economic development of the commune
Short project description: Through this project provision of adequate working conditions for administration employees will be achieved. For realization of this project, the following steps will be followed: 1. Identify needs for office equipment in every office and job position 2. Undertake market research for calculating the necessary fund for the project implementation 3. Analyze financial opportunities and provide adequate funds 4. Develop procurement procedures to purchase and install the equipment 5. Install equipment in the foreseen positions During the search for essentials, the perspective of possible developments in the commune will also be considered, in order to precede the short-term necessities.	
Outcomes: Adequate conditions for the administration employees provided	Beneficiary: Commune administration Community
Potential actors: Commune authorities Administration employees Winning company for the project implementation	Potential contributions in the project: Commune Potential donors
Preliminary conditions: Needs and market research on necessary equipment Approval of adequate funds	Risk factors: Insufficient funds to implement the project Negligence of local administration employees
Estimated expenditures: For office furniture For electronic devices TOTAL:) lekë) lekë
Implementation period: During year 2008	Outcome period: End of year 2008

Project Title: Establishment of Professional Development Unit in the commune	Code: G3.O1.P2.Pr49	Objective: Modernization of commune administration to meet qualitatively the demands and economic development of the commune
Short project description: This project will enable the institutionalization of a Professional Development Unit. For realization of this project, the following steps will be followed: 1. In collaboration with the leaders of the secondary school exploitation of an environment to hold various courses without interfering with the usual learning processes will be agreed upon. 2. The Head of commune will assign a group from the administration, which will constitute the Professional Development Unit. This Unit will operate part-time and will identify necessary courses for the community, and in cooperation with the commune authorities and other institutions, will facilitate the procedures for the procurement of the course lecturers. 3. The number of participants in these courses will be decided upon in consultation with the selected lecturers. 4. The subject course graphics will be published prominently in every village, in the commune building and in the secondary school building. 5. The Professional Development Unit will archive the utilized materials and will prepare a short report with the necessary information. 6. The course graphics will be periodically updated and will be approved by the Head of Commune.		
Outcomes: Administration employees and advisers professionally developed Contemporary standards in all fields of administration attained Community satisfaction level regarding services offered by the commune increased		Beneficiary: Commune administration Community
Potential actors: Commune authorities Administration employees AAC, District, SNV, etc.		Potential contributions in the project: Commune Potential local and foreign donors Central authority institutions
Preliminary conditions: Research in needs and opportunities Approval of adequate funds Design of training development graphic		Risk factors: Lack of opportunities for caring out trainings Negligence of local administration employees
Estimated expenditures: Per-diem, accommodation and transport For training participation		() lekë () lekë
Implementation period: 2008–2010	TOTAL:	Outcome period: After each training

Project Title: Training of commune employees and advisers	Code: G3.O1.P2.Pr50	Objective: Modernization of commune administration to meet qualitatively the demands and economic development of the commune
Short project description: Through this project training of the administration advisers and employees will be carried out in order to meet contemporary requirements. For realization of this project, the following steps will be followed: 1. Indicate training needs in cooperation with the AAC, Dibra district, SNV, etc. 2. Indicate potentials of AAC, Dibra district, SNV, etc to support the training according the identified themes 3. Analyze financial capacities to provide the necessary trainings, which cannot be provided by partner institutions 4. Design graphic of training according to subjects and plan participation 5. Carry out training and archive training materials as well as the respective report and eventual proposals During the search for essentials, the perspective of possible developments in the commune will also be considered in order to precede the short-term necessities.		
Outcomes: Administration employees and advisers professionally developed Contemporary standards in all-fields administration attained Community satisfaction level regarding services offered by the commune increased		
Potential actors: Commune authorities Administration employees AAC, District, SNV, etc.		
Preliminary conditions: Research on needs and opportunities Approval of adequate funds Design of training graphics		
Estimated expenditures: Per-diems, accommodation and transport For training participation		
TOTAL: () lekë () lekë		
Implementation period: 2008–2010	Outcome period: After each training	

Project Title: Improved finance and bookkeeping in commune administration by introduction of ALFA accounting software	Code: G3.O1.P3.Pr54	Objective: Modernization of commune administration to meet qualitatively the demands and economic development of the commune
Short project description: This project consists in the application of the ALFA system in the administration's bookkeeping. It will enable digitalization of the accounts. For realization of this project, the following steps will be followed: 1. Develop market research in order to enable the selection of local companies offering different services and establish the limit of funds 2. Determine job positions for the programme implementation, as well as individuals that will receive training, and systematization of existing financial data 3. Develop procurement procedures for provision of services, such as installation, training and application of ALFA software in the Commune administration network 4. Install software and copy existing data from the database, through assistance of the winning company 5. Train administration employees and two other employees outside the commune administration in use of the software 6. Contract annually for software maintenance This software will facilitate financial and bookkeeping procedures, including the economic balance of the commune, and will also help in planning and implementing of the income plans. Through the use of this software it will be possible to produce accurate documents and materials of contemporary financial fields in a short time and according to contemporary standards.		
Outcomes: Administration employees skilled Financial database established Financial documents produced within a short time Contemporary quality of documents and precise communication with institutions	Beneficiary: Commune administration Community Commune related institutions	
Potential actors: Commune authorities Administration's finance employees Winning company for project implementation	Potential contributions in the project: Commune Potential donors	
Preliminary conditions: Market research Approval of adequate funds Selection of employees to be trained in use of the software Provision of computers with necessary parameters	Risk factors: Insufficient funds to implement the project Negligence of local administration employees Systematization of existing data	
Estimated expenditures: For installation of the programme in two job positions and network setup For in-service training of four employees For one-year maintenance contract beyond guarantee	() lekë () lekë () lekë	
Implementation period: During year 2008	Outcome period: Last four months of year 2008	TOTAL:

Project Title: Establishment of literary and scientific library for the secondary school	Code: G3.O2.P1.Pr62 Objective: Achievement of standards for development of compulsory and secondary school education, along with the development of vocational training
Short project description: The realization of this project will provide a resource for increasing the knowledge of students and local adults who want to develop and improve their cultural or professional level. The library will facilitate the updating of interested people with the latest news. The library will be arranged with two sections, one for the artistic books and the other for professional literature. The staff managing the library will be trained to facilitate the obtaining of the latest news and the relevant materials. <ol style="list-style-type: none"> 1. Provision of adequate environment 2. Furnishing of environment with necessary equipment 3. Setting up of a working group to identify possibilities and necessities of the library 4. Identify list of books that can be provided by institutions free of charge 5. Arrange collaboration agreement with the library in Peshkopi 6. Prepare regulation of library operation, including management methods 7. Prepare expenses estimate and application for provision of necessary funds 8. Manage expenses in accordance with legal procedures 9. Inaugurate and promote library 	
Outcomes: School children will have the opportunity to exploit library resources Adults will have the opportunity to exploit the library resources Chances for spending free time in a cultured manner provided Knowledge of library users increased	
Potential actors: Commune and secondary school leaders Identified donors Central and local authority institutions	
Preliminary conditions: Research of needs and possibilities Approval of adequate funds Identify list of books, which can be provided by institutions free of charge Prepare regulation of library operations and management methods	
Estimated expenditures: For adaptation and completion of the environment For an initial stock of books TOTAL: () lekë () lekë	
Implementation period: During 2008–2009 Outcome period: After 2009	

Project Title:	Code: G3.O3.P1.Pr66	Objective:
Training of medical staff		Improvement of health of population
Short project description:		
<p>Through this project training of medical staff in the primary health service will be carried out, in order to meet contemporary needs. For realization of this project, the following steps will be followed:</p> <ol style="list-style-type: none"> 1. Identification of training needs in cooperation with health service institutions 2. Identification of capacities in health service institutions to provide training according to identified themes 3. Analysis of financial capacities for provision of necessary training that cannot be provided by the partner institutions 4. Design of a training graphic according to theme and plan participation 5. Carrying out of training and archiving of training materials, including report and subsequent proposals <p>The perspective of potential developments in the commune will be taken into consideration during the research of needs, in order to pre-empt short-term needs.</p>		
Outcomes:		Beneficiary:
Level of primary health service employee skills increased Contemporary standards of health service reached Community satisfaction level regarding services offered to commune increased		Commune primary health service staff Community
Potential actors:		Potential contributions in the project:
Commune health centre executives Health service institutions		Health service institutions Commune health centre executives Specialist donors
Preliminary conditions:		Risk factors:
Research into needs and capacities Approval of adequate funds Design of training graphic		Lack of opportunities for carrying out training Negligence of local administration employees
Estimated expenditures:		
Per diems, accommodation and transport For training participation		() lekë () lekë
	TOTAL:	
Implementation period:	2008–2010	Outcome period:
		After each training

Project Title: Provision of ambulance for health centre	Code: G3.O3.P2.Pr70	Objective: Improvement of health of population
Short project description: Through this project an ambulance will be provided for the community, helping to solve the problem of linking the primary health centre to a hospital and improving the first-aid service in the event of insufficient capability of the health centre. For realization of this project, the following steps will be followed: 1. Procurement search, in order to estimate the funds required for purchase of an ambulance with predetermined parameters 2. Analysis of financial capacities and provision of adequate funds for purchase of the ambulance, salary for the driver(s), fuel and servicing 3. Carrying out of procurement procedures for purchase of the ambulance 4. Selection and assignment of driver(s) 5. Installation of equipment in designated places 6. Design of graphic for ambulance operation Opportunities for cooperation with nearby communes will be considered, including the size of contributions and service provision.		
Outcomes: Level of first-aid service improved Commune satisfaction level increased More effective cooperation with other health service institutions achieved		
Beneficiary: Community Chronic patients Health service staff Commune authorities		
Potential actors: Commune authorities Central health institutions Health service staff		
Potential contributions in the project: Commune Potential donors Central health institutions		
Preliminary conditions: Market research for ambulance with required parameters Approval of adequate funds		
Estimated expenditures: For purchase of an ambulance For remuneration, fuel, servicing (for one year)		
TOTAL: () lekë () lekë		
Implementation period: During year 2008	Outcome period: End of year 2008	

Project Title: Provision of refrigerators for safeguarding vaccines in clinics	Code: G3.O3.P2.Pr71	Objective: Improvement of health of population
Short project description: This project consists in the provision of vaccine refrigerators in the main health centre and the clinic in each village. For realization of this project, the following steps will be followed: 1. Procurement search for estimation of funds required for purchase of the refrigerators with predetermined parameters 2. Analysis of financial capacities and provision of adequate fund for purchase of refrigerators 3. Carrying out of procurement procedures for purchase of the refrigerators 4. Installation of refrigerators in pre-determined places		
Outcomes: Vaccine shelf life safeguarded Community satisfaction level increased Time schedule for vaccinations		Beneficiary: Community Health service staff Commune authorities
Potential actors: Commune authorities Central health institutions Health centre staff		Potential contributions in the project: Commune Potential donors Central health institutions
Preliminary conditions: Market research on refrigerators with parameters that meet actual needs Approval of adequate funds		Risk factors: Insufficient funds to implement the project Negligence of local administration and health centre employees
Estimated expenditures: Purchase of 10 refrigerators Transport, installation and adaptation expenses		() lekë () lekë
TOTAL:		
Implementation period: During year 2008		Outcome period: End of year 2008

Annex 1: Decision of Commune Council



REPUBLIC OF ALBANIA
COUNCIL OF ARRAS COMMUNE

D E C I S I O N

No. 1, dated 23.01.2008

On “The approval of the Mid-term Development Strategy, 2008–2015 of Arras Commune in Dibra County”

The Commune Council in its meeting dated January 1st 2008, after discussions on the draft mid-term development strategy, 2008–2015, submitted for consideration

D E C I D E D

1. To approve the Mid-term Development Strategy, 2008–2015 of Arras Commune, as attached.
2. This decision enters into force 10 days after it is publicly notified.

Chairman of Council

Xhetan Leshi

(signature and seal)

Annex 2: Analysis of survey of businesses in Arras

Report on Local Business Enabling Environment Survey

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

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

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

General information

Samples (Q. 1)

Twenty-five businesses were surveyed and opinions were collected from the following interviewees: owner, 24 businesses (96%), including the general director and finance and marketing manager of at least one business, and finance and marketing manager, one business (4%).

Type of business (Q. 2)

Most (68%) of the businesses were farms. Ten (40%) raised livestock, including one that was also involved in trade, seven (28%) grew crops exclusively, four (16%) were involved in production, including one that was also a trader, and four other (16%) were traders, including one that also provided services.

Ownership (Q. 3)

Most businesses (80%) had a single owner, while four (16%) were jointly owned and one was a co-operative.

Type of produce (Q. 4)

Seven businesses (28%) produced milk, and most of these as their primary product, followed by meat (note the reversal with Fushe Çidhen and Zall Dardha, which listed meat before milk). Five of them also produced wool. Four (16%) farms were involved in fruit production, including one

that also produced cereal and one that also produced wheat and raised livestock. Two businesses each had their primary activity as trade, cereal production, meat production, agriculture and raising saplings, and one each put down ‘fishery’, ‘cereal, honey and fruit’, ‘medicinal plant collecting’, ‘wheat’ and ‘food goods and flour’.

Length of time in operation (Q. 5)

The length of time that the businesses had been active ranged from two to fifteen years, with the average being just less than seven years.

Marketplace (Q. 6)

Twenty per cent of businesses sold 100 per cent of their produce locally, while others gave a figure ranging from 20 per cent to 90 per cent. Eight (32%) businesses sold all of their produce within the region. Four (16%) businesses sold between 20 per cent and 80 per cent of their produce elsewhere within the country but none exported.

Number of employees (Q. 7)

Twenty-two (88%) of the businesses had five employees or less (eight of these had just one employee and four had none) and one had between eleven and fifty employees.

Views of business environment

Extension of activity (Q. 8)

Nineteen businesses (76%) reported that they would extend their activity within the commune, and two (8%) outside the commune. Two simply reported they would extend their activity, while two (8%) said they did not plan to do so. None had plans to export their produce outside of the country.

Difficulty in finding trained staff (Q. 9)

Most (76%) respondents said they did not have difficulty in finding qualified staff.

Areas of staff training (Q. 10)

Despite the fact that most businesses did not have difficulty in finding adequately trained staff (Q. 9), most (52%) felt that their business would benefit from training in Technical Skills. Smaller numbers (i.e., most left the answers blank) required training in Marketing and Sales (36%), Computer Skills (24%), Management and Quality Control (20% each), Finance and in Budgeting (12% each). One respondent ranked their choice as follows: Marketing and Sales, Management, Budgeting, Quality Control, Finance, Computer Skills and Technical Skills. Another ranked their choice as: Technical Skills, Management, Finance, Computer Skills, Marketing and Sales, Quality Control and Budgeting, and one other put Technical Skills above Management training.

Main source of competition (Q. 11)

Twenty-two businesses (88%) reported they faced some competition: from unfair competition (48%), including the black market, imports (36%) and one from ‘lack of irrigation’.

Benefit of businesses associations (Q. 12)

Most (92%) respondents felt that business associations could help develop businesses locally, with none thinking they could not.

Naming business associations (Q. 13)

Six respondents (24%) named a business association, including Trojasi, Seta and Ostushi (12%), two put down Trofta and one each Association of Irrigation and Forestry, and of Farmers. Twelve respondents (48%) said ‘None’, two did not know and two did not answer the question.

Future investments (Q. 14)

Most (92%) respondents said they would make future investments. Thirty-six per cent put down livestock (including 16% specifying genetic stock improvement), 20 per cent specified agriculture (one of which also specified fruit, and one cultivating the most demanded plants), another 20 per cent specified fruit growing (two of which also put down livestock as a second area), and two (8%) put down trade. Two respondents would not make future investments, one because of the poor roads.

Factors impeding business expansion (Q. 15)

All respondents gave reasons for prevention of expansion of their business. The top issue was infrastructure (68%), which includes poor roads (44%) and lack of surface area (4%). Other issues mentioned were lack of market and of funds (12% each), illegal competition and low economic level, each recorded by one respondent.

There was a wide range of second main reasons given for prevention of expansion of business, including lack of processing equipment (16%), low productivity and low economic level of the community (12% each), and poor infrastructure (8%), and one respondent each mentioning distance from market, lack of roads and bridges to town, of sale contracts, seeds, funds, irrigation, market and of bank credits, with high interest rates for loans, unfair competition and high prices.

Most of the third main reasons given were financial, including low purchasing power and lack of market (16% each), and lack of finance (12%), followed by infrastructure (12%), low economic level of community, lack of state guarantee and unfair competition (8% each). Lack of equipment and of irrigation, low level of planting of saplings and high interest rates were each mentioned by one respondent.

Most respondents (84%) gave a fourth most important issue, and these included poor breeds (12%), unfair competition, low purchasing power, high fertiliser costs, lack of market, poor infrastructure and snowfall (8% each), followed by lack of funds, drinking water, seeds and labour force, and poor roads and large distance from urban areas.

Nearly half the respondents put down a fifth issue, and these included lack of food supply and large distance to urban areas (12% each), lack of electricity, herbicides, mountain and family tourism, recognition of tourism potential and surface areas planted, high prices of fertilisers and seeds, poor infrastructure and difficult terrain.

Assessment of local institutions

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

Most interviewees answered this question, with responses ranging from one day to 30 days to obtain permission, with an average among those that answered of 10 days.

Specific issues affecting business (Q. 17)

The two **biggest** problems that businesses have with local government is the informal economy and high costs (40% and 36%, respectively, saying it has a great impact), followed by unfair competition, lost time and corruption (16% each). Too frequent rule changes, rules overlapping and unpredictable requirements had a serious affect on only twelve per cent of businesses and rules too complex on only eight per cent.

Issues with **some** impact on many businesses included rules changing too often (44%), corruption (40%), high costs (32%), unpredictable requirements (28%), rules too complex and lost time (24% each), rules overlapping (20%), unfair competition (16%) and informal economy (12%).

Issues that most businesses said had **no** effect on their performance included time lost (60%), rules too complex, unpredictable requirements and unfair competition (52% each), rules overlapping (48%), frequent rule change (44%), corruption (36%), informal economy (32%) and high costs (24%).

How Commune can help business (Q. 18)

The primary area most businesses (60%) thought that local government could improve was Infrastructure. Three respondents also selected this area but without ranking it against their other choices. Four respondents (16%) put Improve Tax Policies and two put Offer Training.

Infrastructure and Tax Policies also ranked second among 20 per cent of businesses each, Training and Provision of Information were each placed second by twelve per cent of businesses, while one respondent chose Procedures.

Information, Procedures, Tax Policies and Training and Infrastructure were ranked third by 20, 16, 12, 12 and four per cent of respondents, respectively.

Procedures ranked fourth among 20 per cent of respondents, followed by Training (8%). Information and Tax Policies were each chosen fourth by one respondent.

Three areas were selected fifth: Training (24%), Tax Policies (8%) and Information by one respondent

Four respondents (16%) selected Other, including two who specified ‘Work with foundations to help farmers in business’.

How often inspected by authorities (Q. 19)

One (unvisited) respondent thought that visits by all of the authorities do not apply.

Two (8%) businesses had been visited, one on two occasions, for Accounts inspection, in the previous year by the local Directorate of Taxes and Fees. A fine (5,000 and 87,000 lekë) was paid by each business. Nine out of the ten respondents who answered thought that such a visit was reasonable.

Eleven businesses (44%) had been visited, one on two occasions, in the previous year by the local Sanitary Inspection. Two respondents gave the reason as Quality. Only two of the respondents thought these visits reasonable, with three, plus another unvisited business, thinking them unreasonable.

Thirteen businesses (52%) had been visited at least once (five of them twice, and one eight times) in the previous year by Commune officials. One respondent put down the reason as ‘To Offer’. Seven respondents, including five that had been visited (including the one visited eight times) said such visits were reasonable. Two respondents said such a visit does not apply.

Two businesses had been visited (once) by the Licensing Authority, and one paid a fine of 5,000 lekë. Four respondents said such visits were reasonable.

One respondent had received at least one visit by the Environmental Authority. Three respondents thought such a visit unreasonable and two reasonable.

Twelve (48%) respondents had received visits by the Local Government Police (for security), four of them on three occasions. Nine respondents thought such visits were reasonable.

No businesses had received visits by other officials.

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

Issues that were mostly regarded as a big problem for effective management of business included roads (by 92% of respondents), water supply (72%), electricity (60%), effective services to support business (40%) and, to a much lesser extent, corruption (36%). Other issues were regarded

as a big problem by 32 per cent of businesses or fewer, with police protection and crime being left blank.

Indeed, police protection and crime were regarded as the least problem, being thought as not a problem by 64 per cent and 48 per cent of respondents, respectively. Also, quality of local governance was regarded as not a problem by 64 per cent of respondents, and tax levels by 36 per cent.

Issues that were mostly regarded as a slight problem included lack of qualified personnel (44%) and residential costs (40%). Other issues were regarded as a slight problem by 32 per cent of respondents, or fewer.

Urban Planning and Education were left blank by 40 per cent and 44 per cent of respondents, respectively.

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

Factors that help business	Not difficult	Difficult	Very difficult	n/a
Quality of roads		2	23	
Permits and licences for exercising activity	8	8	2	
Supply with electricity		8	15	
Supply with water	1	1	18	
Environments where business is active / land	13	3	3	
Protection by police	16	2		1
Protection from fire	6	4	6	1
Urban planning and zoning	6	4	4	1
Tax levels	9	3	5	
Hospitals and health care	4	5	8	
Education system	1	6	7	
Costs for telecommunications	7	1	3	4
Crime, theft and lack of order	12	1		4
Quality of local governance	16		1	
Residential costs	5	10	3	
Lack of qualified personnel	2	11	3	
Corruption	6	1	9	3
Access and costs for financial resources	1	8	8	
Effective services to support businesses	4	4	10	

Level of support for local SMEs (Q. 21)

There was a wide range of views on level of provision of support to SMEs in the commune.

Business associations: not very good, 20%; satisfactory, 4%; good 12%; very good, 8%; don't know, 4%, irrelevant, 20%; left blank, 32%.

Professional associations: not very good, 24%; satisfactory, 4%; good 8%; very good, 4%; don't know, 4%; irrelevant, 20%; left blank, 36%.

Local government: not very good, 0%; satisfactory, 32%; good 4%; very good, 48%; don't know, 0%, irrelevant, 0%; left blank, 12%.

Services: not very good, 12%; satisfactory, 20%; good 24%; very good, 16%; don't know, 8%, irrelevant, 0%; left blank, 20%.

Regional Economic Development Office: not very good, 16%; satisfactory, 4%; good 4%; very good, 4%; don't know, 8%, irrelevant, 4%; left blank, 60%.

International organisations: not very good, 8%; satisfactory, 0%; good 0%; very good, 4%; don't know, 12%, irrelevant, 12%; left blank, 64%.

NGOs: not very good, 0%; satisfactory, 12%; good 12%; very good, 4%; don't know, 36%, irrelevant, 16%; left blank, 20%.

Level of cooperation with local institutions (Q. 22)

The Mayor's Office, and Commune Council and Commune Tax Office were regarded by 76 per cent, 72 per cent and 68 per cent of respondents, respectively, as being very supportive. These offices were regarded by others as supportive (20%, 12% and 16%, respectively). The Prefect's Office was regarded by 52 per cent of respondents as supportive (28% didn't know), while the District Tax Office was regarded by 44 per cent of respondents as not supportive, by eight per cent as supportive and by 12 per cent as very supportive (20% left the answer blank). There was a wide range of views on the Regional LED Office, with 32 per cent thinking it supportive, eight per cent as very supportive, twelve per cent as not supportive, 20 per cent didn't know, eight per cent thought it irrelevant and 20 per cent left it blank.

Local office supportive of business (Q. 23)

Nearly one-third of respondents (32%) did not know of an office that had helped their business. However, 28 per cent named the Services Office, 12 per cent each mentioned the Veterinary Service and Agriculture Office, two respondents named the Finance Office (including one that had already specified Agriculture), another two put down 'no one', while one mentioned the Mayor's Office.

Local office NOT supportive of business (Q. 24)

Just over half of respondents (52%) did not know of an office that negatively impacted their business, two respondents put down 'All', five (20%) put 'None', and one put 'Investment'.

Local office that deals with LED (Q. 25)

Many (40%) of respondents said they did not know of an office in their commune that deals with local economic development, and two respondents put 'None'. Nearly one-third (32%) put down 'Investment', two Social Support and one each the Mayor's Office and Finance and Tax Office.

Group most active in stimulating LED (Q. 26)

Seventy-six per cent of respondents thought the commune government was most active in stimulating LED, one thought a private-public partnership organisation, while two respondents did not know and three left it blank. Of the 20 that ticked an organisation, 16 (i.e. 80%) thought the Commune did not even partially finance that organisation (including fourteen that had ticked ‘Commune’), while three thought it gave financial support to itself.

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

More than two-thirds of respondents (68%) thought the Mayor’s Office deals with LED issues, while 24 per cent specified they did not know.

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

Nearly half of respondents (40%) put down agriculture as the most rapidly growing sector in the commune, followed by livestock (28%). Sixteen per cent specified orchards, and one each medicinal plants and fish hatchery.

Forty-eight per cent put down livestock as the second fastest growing sector, 20 per cent put down agriculture and 16 per cent orchards.

Thirty-two per cent put down orchards as the third fastest growing sector in the commune, followed by fodder and bee-keeping (12% each). Livestock, agriculture, vineyards, communications, hydro-electricity and electricity were each put down once by one respondent.

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

Nearly one-third of respondents (32%) put down wheat or cereal production as the sector experiencing the most rapid decline locally, followed by infrastructure or super-structure (16%), construction and agriculture (12% each) and medicinal plants (8%). One each put down bee keeping, level of economy and the ground, and one specified ‘everything is going down’.

Construction was seen by nearly half of respondents (40%) as the second fastest declining sector, followed by fodder (8%). One respondent each put down cereal production, livestock, economy, bee keeping, infrastructure, milk processing, produce processing and poultry.

Nearly one-third of respondents (32%) thought that produce processing was the third most rapidly declining sector, followed by market or trade (12%) and orchards (8%). One respondent each put down economic level, construction, bee keeping, vineyards and infrastructure.

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

The most often quoted most attractive local aspect for business development was the labour force (40%), including both cheap and qualified, followed by interest or passion of the community for development (20%), climate, topology and orchards and vineyards (8% each). One respondent each put down local calmness and security, experience in collecting medicinal plants and the culture of the people.

The second most attractive aspects were labour force (24% each), climate and passion of the people (16% each), natural beauty (12%) and agriculture (8%). Other aspects that received one mention were common grazing, experience in livestock, generosity and hospitality of the community and topology.

The third most attractive aspects were qualified or cheap labour force (20%), good climate (16%), level of economy (12%), solidarity of the community, environment, livestock, and forests and pastures (8% each), followed by experience in collecting and planting hazelnuts.

Three most impeding factors (Q. 31)

Poor infrastructure was the most common important factor impeding business development (60%), followed by lack of grazing or pastures, and poor purchasing power (12% each), lack of trade (8%), high prices and lack of development projects (one mention each).

Low purchasing power was the second most important factor most commonly mentioned (28%), followed by lack of a market or trade, including of 'feritza' (20%), breed quality (12%), high prices, infrastructure and lack of state support (8% each) and lack of processing, large distance to urban centres, lack of hotels and of development projects.

The third most important factors most commonly mentioned were high prices, poor purchasing power, lack of trade and an unbalanced diet and poor infrastructure, including poor roads and lack of irrigation (12% each), followed by 'winter', lack of supportive policies. Unfair competition and lack of professionalism and of local historical values were mentioned once each.

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

Nearly half (40%) of respondents thought that the business environment had remained stagnant over the past three years, with one third (32%) thinking it had improved and only eight percent thinking it had deteriorated. Five interviewees did not answer the question.

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

The main activities that respondents would undertake towards helping improve LED would be to increase production (24%), followed by agri-processing (16%), improve infrastructure (12%) and improve quality of breeds (8% each). One respondent each put increase quality of produce, raise trout, serve traditional produce, develop tourism, increase planted areas, maintain stable prices,

orchards, single market and initiative (who also specified willingness second and money, if they have the possibility, as third).

The most mentioned second important activity for contribution was increasing production (20%), followed by increasing quality of produce and creating contracts (16% each), working with the environment and business insurance (8% each). Other activities that were mentioned once were increasing planted areas, improving hygiene, sowing and cultivating medicinal plants, increase the number of saplings planted and increasing trade.

The most mentioned third important activity was increasing productivity (20%), followed by insuring business (12%), and creating contracts with other areas. Other activities that were mentioned once included involving community in development projects, developing tourism, producing organic foods, improving quality of produce, increasing the number of workers, size of planted areas, quality control, bring produce closer to the consumer, improving conditions for school children, improving breeds and soil and agriculture.

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

The most common view on how the economy had changed over the previous five years was that it had shown slow growth (68%). Twelve per cent of respondents thought it had shown considerable growth, eight per cent each thought it had remained the same or shown slow decline, while one respondent thought it had grown quickly.