



COMMUNE OF DAJÇ



STRATEGIC DEVELOPMENT PLAN OF DAJÇ COMMUNE



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Supported by: Intercooperation, Albania Decentralisation and Local Development Programme (dl dp)
Co-PLAN, Institute for Habitat Development, Albania
Urbaplan, Switzerland

Funded by: SDC – Swiss Agency for Development and Cooperation (SDC)

Dajç – 2008

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Foreword

Dear inhabitants of Dajç Commune,

It is with special pleasure that I ascertain the finalisation of the Strategic Development Plan of Dajç Commune, as a valuable and crucial instrument for our common future. For over a year, the commune administration, with the support of the Swiss Government and through a fruitful cooperation with the local community, made possible the elaboration of this important document. Throughout this long process we had the pleasure to collaborate with a number of people, organizations and institutions.

The aim of this project was the materialising of a working plan, which would allow exploring in an efficient way the existing possibilities and capacities of the Commune, towards achieving a common vision of development and progress. Now it is time that, together, we find the strength and the possibilities to operationalise and implement what we planned together.

Thus, I would like to express the willingness and commitment of the staff of the Commune towards achieving the goals and objectives set forth in this Plan. In this regard, I, as the Mayor of the Commune will do my best to guarantee this commitment, in full respect to the needs and aspirations of the community.

Lastly, I would like to thank all those who made possible the preparation of this document, especially the inhabitants of Dajç, Intercooperation Albania, and Co-PLAN Institute for Habitat Development, which, through this Plan, turned our vision for development into reality.

Sincerely,

Arben Gjura
Mayor of the Dajç Commune

Acknowledgment

This document is the product of a joint effort undertaken by the task force at Dajç Commune, Intercooperation Albania experts operating in Shkodra region, North Albania, experts from Co-PLAN Institute for Habitat Development, and Urbaplan Switzerland.

Special merit goes to the Mayor of Dajç Commune, Mr. Arben Gjuraj, for his perseverance and visionary attitude throughout the process of preparing the Strategic Development Plan of Dajç Commune.

We also express our gratitude to all the staff of Dajç Commune and especially to the citizens' representation group for their valuable contribution in the preparation and finalization of this plan through their participation in this process, as well as by their valuable suggestions, comments or criticism.

Finally, the joint working group members would like to thank Intercooperation Albania for its support in this initiative and for lending its unique experience for the success of the project.

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Introduction

The Strategic Development Plan for Dajç Commune is prepared in the framework of the **Decentralization and Local Development Programme (dldp)** in the northern Region of Shkodër.

Dajç Commune is one of the eight partner local government units (LGUs) in this programme, together with the municipalities of Shkodër, Vau i Dejës, Pukë, Fushë-Arrëz, and Koplik, and the communes of Guri i Zi and Velipojë.

The main aim of this programme is to improve local governance in Shkodra region, focusing on the improvement of all the components of governance, managing and administration of infrastructure, services and transparency, with the ultimate goal of supporting decentralization and sustainable development.

The preparation of the Strategic Development Plans through an open and participatory process is the key feature of the programme. The aim of these Plans is to equip local authorities with the essential strategic documents, which identify key development priorities and which focus on economic development, improvement of physical and social infrastructure, equal distribution of public services and balanced territorial management.

Following this line of reasoning, the Strategic Development Plan of Dajç Commune has been finalised by carefully considering and incorporating comments, suggestions, needs and demands coming from the local community as well as from the Local Government itself.

A number of actors and stakeholders were involved in this process, starting with the inhabitants of Dajç, representatives of the local administration, Local Council, interest groups like businesses, immigrants, farmers, etc., representatives of Shkodra Qark, representatives of non-governmental organizations or grassroots organizations, as well as other partners acting as civil society bodies in the area.



Encouraging community participation, based on non-discriminatory methods and non-biased approaches with regard to age, gender, race, ethnicity, religious affiliation or political views, served to achieve legitimacy and consensus among the parties. This process helped make the community part of decision-making, it improved communication between the Local Government and its constituents, at the same time helping increase transparency and accountability of the local government.

The Decentralization and Local Development Programme for Shkodra Region, which is in its first implementation phase (2006 – 2009) is financed by the SDC and implemented by **Intercooperation** Albania (Swiss Foundation for Development and International Cooperation). The Tirana-based **Co-PLAN** (Institute for Habitat Development) was contracted on the quality of the local expert to assist six Local Government Units in the region of Shkodra: the Municipalities of Koplik, Vau i Dejës, Pukë, Fushë-Arrëz and the Communes of Dajç and Guri i Zi, in the preparation of strategic documents such as Strategic Development Plans for all six LGUs and Regulatory Plans for the Municipalities of Vau i Dejës and Koplik, in accordance with the respective terms of reference.



Chapter I

General Structure

1.1 What is a Strategic Development Plan and What does it Represent?

An innovative plan: for the first time in Dajç Commune, a Strategic Development Plan has been prepared which represents an achievement of this Commune and which paves the way for a more organized and planned approach to its future development.

A plan as product and process: this Strategic Development Plan, as an institutional mechanism, supports the purpose of promoting welfare for all the inhabitants of Dajç. What is special about this plan is that it is not simply a product; above all, it is a process which continuously intertwines the needs and potentials of the community for achieving their goals.

A visionary plan: the Strategic Development Plan for Dajç Commune responds to the community's vision on development. This document is embedded in the larger regional development context in the Qark of Shkodra and it addresses development aspects in all relevant areas. All proposed actions in this Strategic Development Plan are guided by the development vision of the commune of Dajç as an important agricultural centre for the region of Shkodra.

A pragmatic plan: the Strategic Development Plan is conceived of as a contract between the local authorities and the citizens. This contract identifies the common vision for Dajç, it specifies the type, quantity and quality of the necessary developments to implement the vision, all the while protecting the environment and the local values. The plan is focused on setting up a specific working framework to initiate and to influence the change process at the Commune; all this supporting the bigger goal of meeting the economic, social and environment objectives set by the community.

An updated and realistic plan: this document includes a portfolio of maps, which serve to facilitate the process of managing the territory, as well as different pictures representing the current situation.

1.2 The need for a Strategic Development Plan in Dajç

The aim of the Strategic Development Plan of Dajç is to address the needs determined by the new local authorities elected in year 2007, so that they are able to deliver good governance and follow a strategic vision to sustainable development.

As part of the eight local government units, partners with IC Albania for the dldp programme, the commune of Dajç underwent a detailed

technical evaluation prior to interventions with concrete actions. Findings from this evaluation were presented in a workshop which clarified the needs, demands, and potential development priorities of Dajç Commune.

The general legal context for preparing this Strategic Development Plan is the organic law on the organisation and functioning of local governments

in the Republic of Albania, which establishes in general terms that since 2001 the communes and municipalities are responsible for carrying out their won functions. More specifically, in (i) the preparation of local economic development programmes, (ii) the organization and offering of

services, information and respective infrastructures supporting local economic development.

A description and analysis of these possible impacts and relevant regional documents is done in Chapter 2, under Regional Context.

1.3 Principles of the Strategic Development Plan of Dajç Commune

The Strategic Development Plan of Dajç Commune applies the following principles:

- **Strategic document:** The Strategic Development Plan defines the long-term objectives for the development of Dajç and combines them with the short-term needs of the community or other interest groups, linking them to development trends in the Shkodra region.
- **Simple and understandable:** The Strategic Development Plan is simple and easily understood by the municipal staff and the local community, being the owners of this document. They will translate the policy objectives of the Strategic Development Plan into concrete actions that stimulate sustainable development for Dajç.
- **Flexible:** The Strategic Development Plan is a dynamic and easily adaptable document that leaves room for accommodating unpredictable future developments, while being subject to continuous improvement by the municipal staff and the local community. Obviously, these changes will be made effective following the demands or special needs of the respective interest groups.
- **Feasible:** The Strategic Development Plan is based on realistic assumptions regarding financial and human resources for its implementation.
- **Transparent:** The Strategic Development Plan is a document prepared by the local community for the local community through a transparent and democratic process. Citizen participation in the design process ensures local government accountability.



1.4 Structure of the Strategic Development Plan

The Strategic Development Plan is prepared in a way that keeps the document simple and understandable, so that it reaches out to all target groups, starting with commune staff, Local Council, advisory citizens' groups, different partners operating in Shkodra Qark, etc. Especially the content of the Strategic Development Plan has been prepared in a way that it becomes an instrument in the hands of the local government when approaching potential donors or investors.

This document of the Strategic Development Plan is structured into four main chapters as follows:

FIRST CHAPTER gives an overview of the local context; it presents the structure of the document and the main concepts in use.

SECOND CHAPTER presents an overall description of the current situation and profile of Dajç Commune, based on analysis of data on territory, social, economic and environmental aspects. The principal aim of this chapter is to identify the general framework of potentials, challenges and trends before and after the nineties.

THIRD CHAPTER proceeds with the definition of the vision and the proposed strategic development guidelines for the five priority areas. For each of these development areas, a detailed analysis is made at the level of initiatives and concrete interventions with a focus on economic and social development, territorial management, public services and respective infrastructure, participatory governance, and last, but not least, the increase of necessary financial resources needed for the implementation of the Plan.

FOURTH CHAPTER details the definitions set in the third chapter and translates them into concrete action plans to be implemented in each year. These

Plans also include proposals on the necessary legal and institutional amendments as well as the time schedules for periodic monitoring and evaluation.

1.5 The Implementation of the Strategic Development Plan

Local ownership of the Strategic Development Plan is conceived of as the main precondition that needs to be met for a successful and effective implementation of the Plan.

All the actors and stakeholders in Dajç were engaged in the process of preparing this document since its conception phases, starting with the methodology

legislative mandate following the local elections held in February 2007.

While the vision and the strategic guidelines belong to a long-term schedule, the action plan at the end of this document is more concise and is planned to address a shorter period of time with the possibility of extension in the future.



Images from the process of preparing the plan

of the document. This participatory process makes possible the effective implementation of the plan, at the same time increasing the chances of transparency and efficiency.

Beyond all doubt, it is principally the responsibility of the communal staff to implement this Plan, taking into consideration the fact that the preparation of the Plan coincided with the beginning of the



On the other hand, the rapid changes that are taking place in Albania and in the Shkodër Region, thereby also in Dajç Commune, call for a continuous and systematic review of the Strategic Development Plan. This means that the guidelines in the document must be consolidated or modified to respond to the emerging development conditions that can occur in the years to come.



Chapter II

Profile of Dajç Commune

Nr.	Name	figures / characteristics
1	Legal and Administrative Status	Commune
2	Position	Shkodër Qark
3	Total surface area	36.5 km ²
4	Number of cities	N/A
5	Number of villages	11
6	Number of inhabitants	8,636
7	Number of families	2,151
8	Active work force	4,835 (18-60 years old)
9	Annual Budget – 2008	19,500,000 Lekë (grant)
10	Expected Local revenues – 2008	4,000,000 Lekë
11	Number of Private Businesses	68
12	Unemployment rate	10%
13	Number of employees in the public sector	56
14	Number of employees in the private sector	82
15	Emigration rate	30%
16	Total road length	39 km (communal roads)
17	Number of public enterprises	0
18	Number of water supply and sewage systems	5 (4+1)
19	Number of employees in the Commune	18
20	Number of pre-school institutions	4
21	Number of primary and 9-year schools	4
22	Number of High-schools	1
23	Total number of pupils and students	785
24	Number of health care centres	3
25	Number of hospitals	0
26	Number of counselling centres	0
27	Number of centres for the elderly	0
28	Main economic activities	Agricultural, stockbreeding, commerce of decorative trees
29	Development Documents and Strategies	A Strategic Document by FAO for agriculture and stockbreeding In process "Green Agenda", a document on environment
30	Main needs in infrastructure	Rehabilitation of water supply systems and roads Protection of the river banks along Buna river.

Dajç Commune Current Situation Profile

2.1 General Data

Dajç Commune is situated in Shkodra Qark and lies southwest of the city of Shkodra at a 22-km distance from the city center. In the northern and north-western part of its territory, Dajç Commune borders Buna River, which divides it from Ana e Malit Commune. Part of it borders with Montenegro, while in the east and south-east it borders with the Communes of Bërdicë and Bushat; and in the south it borders Velipoja Commune. The total surface area of Dajç is 36.5 km².



Geographic position of Dajç Commune

Dajç Commune has a total population of over 8,600 inhabitants, distributed in 11 villages comprising the Commune: Dajç, Samrish i Ri, Samrish i Sipërm, Suka Dajç, Pentar, Belaj, Rrushkull, Shirq, Darragjat, Mali i Gjymtit, and Mushan.

The main economic activity of the area is agriculture, especially stockbreeding; the two representing the main economic activity of the commune in the recent past. Before the year 1990, Dajç was one of the most successful agricultural cooperatives at the national level, owing to its climate, the quality of fertile land and a long-standing tradition among its inhabitants.

Dajç area has important natural, aquatic and environmental resources. The Commune extends over a large territory, with about 3,652 hectares of mainly agricultural land. Most of this land is of very good quality and thus provides for highly qualitative

Map of Shkodra Qark



products. The Commune administers 79 hectares of urban land, 3,383 hectares of rural land and 190 hectares of pastures. River Buna is one of the most important natural resources of the Commune. The diversity of the fauna, especially of fish and fowl, are good premises for the development of tourism and fishery along River Buna.

2.2 Historical Data

The first documented data on Dajç Commune date back to the XIII century. Its inhabitants are part of the ethnographic region of Bregu i Bunës, although there have been newcomers from neighbouring regions during XIX-XX centuries.

The characteristics of Bregu i Bunës have been the relatively large settlements (villages) and extended households. These settlements featured one-storey houses with interior divisions. The most ancient settlement is located in Shirq, whose Abbacy has been one of the most important medieval monasteries of the area with a large economic potential. The pier in Buna River enabled the sailing of merchant ships coming from the sea and which could not make their way to Shkodra Lake. The sail, market and customs taxes brought large revenues to the abbacy. In addition to these, the abbacy

owned several villages in Bregu i Bunës and had the special privilege to not pay any obligations to the landlord. In 1396 Venice took over Shirq together with Shkodra from the Balsha rule. In 1417 Shirq village comprised 98 households and several taverns. The pier served an economic function until the XVIII century. Shirq was named after the church of Shën Sergji i Bakut, one of the most important buildings of roman style in Albania with its special architectonic and decorative elements still visible in its ruins. There are two inscriptions in Latin witnessing its reconstruction, as well as of a second church, in the end of the XIII century, under the care of Abbot Pjetër Dohna, in the period of the rule of Helen of France, ruler of Zeta. It has been a basilica with three naves belonging to the Romanic-gothic architectural style of the Dalmatian and north Albanian school.

2.3 Regional Context

Currently, Shkodra Qark has finalized the Development Strategy for the Shkodër Lezhë Region. This is the most important document elaborating the main principles and orientations of the territorial context of the region, including Dajç Commune. The main principles of this document refer to the strengthening and development of flat areas, in the western part of this region being based on the sustainable use of existing natural and human resources. The Strategy defines the main criteria for the consolidation of the polycentric region of Shkodra, analyzing land use, consolidation of the road network, improvement of infrastructure and services, etc.

Regarding the development of the road network, the Strategy of Development for Shkodra region identifies the importance of the corridor Highway – Bushat – Velipojë – Ulqin. Practically, Dajç Commune is in the margins of the main routes that represent various development potentials for the



Figure 7-1 STRATEGIC ROADS & URBAN GROWTH AREAS

areas they go through. This stresses the need to focus on the existing local potential like agriculture, stockbreeding, agro-tourism, etc. with the purpose of improving its development parameters in the future.

The development of agriculture and stockbreeding sectors, which comprise the economic base of the Commune, would have to be preceded by an improved communication and infrastructure at the

Regional level. The proximity of Dajç Commune to the city of Shkodër, the biggest market in Northern Albania, is another priority and a guiding potential for the economic development of Dajç.

From the environmental point of view, Shkodra Lake, Buna River and the wetlands surrounding them have been declared from the United Nations Environment Programme (UNEP) as RAMSAR¹ areas in the year 2006.



2.4 Demography and Population Trends

Current Situation

Based on the civil registry for the year 2007, Dajç Commune had a population of over 8,600 inhabitants. Meanwhile, the data prepared on the table claim for a constant population growth after 1990. This increase is a direct result of natural growth, while mechanical growth (measured as the difference between the number of newcomers

with those leaving the commune) is insignificant. Furthermore, the Commune does not have complete data regarding the number of families or persons that have moved in or out of the commune. At the same time, demographic movements in other parts of Shkodra region, especially alongside the main road corridor have been intense.

¹ RAMSAR refers to an international treaty for the conservation and sustainable utilization of wetlands.

Year	1990	1997	2001	2004	2005	2007
No. of population (inhabitants)	7,885	8,350	8,517	8,566	8,579	8,636
No. of families	1,984	2,096	2,122	2,131	2,133	2,151

Table 1: Pace of population growth after 1990 (1990-2007)

Source: Dajç Commune, 2007

With regard to population data, there are major discrepancies between official data and the real situation. For example, commune data in 2005 report a number of 6,543 inhabitants as opposed to 8,579 inhabitants accounted for in the civil registry office.

Another phenomenon to be noted is emigration after 1990, as a forced livelihood strategy for the inhabitants to cope with inherited poverty. It can be inferred from approximate calculations that up to 33 per cent, or 2,900 inhabitants, have migrated. As in other areas of the country, here too seasonal migration prevails. Nearly 36 per cent of rural households have at least one family member in permanent or seasonal migration².

Dajç population is dispersed throughout the territory. In some villages there is a certain tendency of depopulation due to natural causes, such as the 1979 earthquake, where the inhabitants of Samrish, Belaj, and Rushkull villages were forced to move out from the villages along Buna River and settle into the hillside areas of the commune. After the '90s, the population of these "new" villages is showing a tendency to return to their previous settlements. Such internal displacements must be addressed through a careful plan that will give priority to the replacement of population, using up as little agricultural land as possible, conserving agricultural land, or protecting environmental hotspot areas.

In the table below the population of Dajç Commune is given according to age groups:

Age	0-3 year old	0-18 year old	18-60 year old	60 + year old
No. of population (inhabitants)	153	2,431	4,835	1,300
Percentage (%)		28	56	16

Table 2

Population Estimates

If we refer to population growth in Table 1, we see a constant population growth which is due to natural growth, while there are no data on mechanical growth.

According to Table 1, between 1990 and 2007, population has increased from 7,885 to 8,636 inhabitants, so with as few as 751 inhabitants. We must also bear in mind the large discrepancy in

the number of population which is issued by the civil office and the real number of population, the difference being 2,000 inhabitants for the year 2005. Taking for granted commune data, which explains that this difference is due to emigration, it is estimated that the population of the Commune (including emigrants) will reach **8,900** in the year 2015.

² RDS SHKODRA 2003

2.5 Economic Development

Current Situation

Dajç Commune has an economy which is mainly based on agriculture, favoured by a large amount of fertile arable land which ensures high-quality agricultural products. There are also 60 small private businesses operating in the Commune, shrinking from 62 and 75 in the years 2002 and 2005 respectively. Most economic activities are retail trade; there are few production businesses and 10 small dairy companies. Meanwhile, five companies operating in the production and sale of decorative trees, as well as local transportation businesses are added the list of economic activities.

The recent years have experienced a decline in agricultural development due to worn-out irrigation networks, occupation of a large part of arable land with buildings, failure to comply with agricultural cycles and lack of a secure market. This sharp decline in agricultural products has instigated and favoured stockbreeding activities in the Commune³. The increase in the number of livestock in recent years to about 4,000 has enabled the establishment of small animal farms with up to 30 heads per farm and the increase of milk production which is processed locally. The majority of agricultural products are sold in Shkodra market, while milk is sold partially in this market and partially to the milk processing factories. Local inhabitants express concern about the low prices offered by the latter, which is in turn conditioned by the low price and quality of the products made in these dairy farms. This concern shows the need for the re-organization of the dairy system production in the context of increasing efficiency and quality, but also the income of the inhabitants of the Commune.



The development of Dajç Commune is related to and affected by the general development of Shkodra Region, which is slower compared to other regions in the country. However, Dajç is classified among those areas within Shkodra Region with the highest level of per capita income. This is a characteristic of western communes of the region, which neighbour Montenegro, while the eastern communes of the Region have lower levels of per capita income⁴.

The main income sources of the inhabitants of Dajç are agriculture and stockbreeding. According to regional estimates⁵, per capita income is 301-467 ALL/day⁶; and average income from farms is 301-400 ALL/day/per capita⁷. Also, Dajç is part of the group of communes with the lowest share of population on state economic assistance (0-10 percent⁸). At

³ Agro-ecological report on Dajç Commune, Shkodra Region (2005). Institute of Land Studies, Tirana.

⁴ Eptiza 2006

⁵ RDS SHKODRA 2003

⁶ Ibid: The average income per capita in each commune is estimated based in the income of farms in 2003, the approximate level of immigrants' remittances, and social assistance payments.

⁷ Ibid: The calculation of incomes from farms for 2003 is done based in the approximate agricultural and stockbreeding products, groves production, and other specific products of the commune.

⁸ Ibid: According to law no. 7710, date 05/18/1993, the state approves social assistance to families lacking - or having insufficient - means of living. Families falling into this category are those not possessing any capital or income, or any other insurance system. The local council establishes who is entitled to enjoy social assistance benefits, as well as the level of such assistance.

the present, only about 50 families receive such assistance from the government. For the years 2002 and 2003, the number of families under state economic assistance was 60 and 54 respectively.

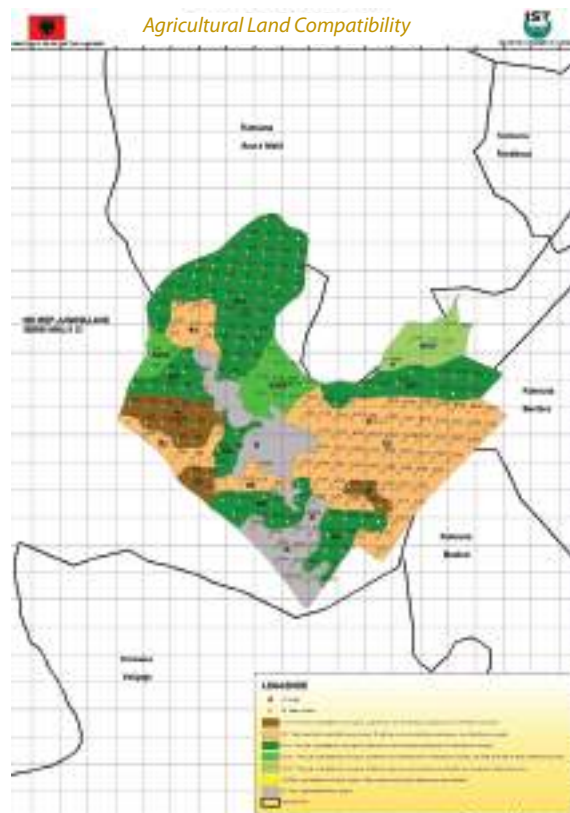
Remittances from emigration have been another factor contributing to a high extent to the increase of living standards of the area. However, through the years, emigrants have taken their families in their host countries causing the gradual decrease of remittances.

The unemployment rate of 16% in Dajç can be considered moderate in comparison with other neighbouring local units⁹ and with the very high level of unemployment in Shkodra region, standing at 26.65% in rural areas and 37% in urban ones. Meanwhile, it is very important to beware of the lack of consistency between the data provided by the employment office and the unemployment rate. According to this office, the number of unemployed people in Dajç in 2003 was a mere 30! In 2003, the number of private sector employees was 1,000, while the state sector had 130 employees!

Economic Development Trends

The main development orientation efforts in Dajç Commune, based on geographical and historical premises, should go in the direction of reviving and further developing the traditional sectors of the economy, in other words, agriculture and stockbreeding. Meanwhile, it must be mentioned that stockbreeding has been the main economic activity in the last decade. Dajç is a rural area with outstanding potentials for agricultural development, which need to be explored strategically. Among these potentials, of special relevance is the cultivation of decorative trees¹⁰, including those in high demand for export, and fruit trees cultivation, which has a long-standing tradition for this area.

Like in many other agricultural areas, the development trends of the '90s have been negatively influenced from a number of changes and dynamics. These are first of all related to the whole new arrangement of the agricultural and stockbreeding sectors in Albania, the disintegration of former state-owned farms and their adoption to the market needs and conditions, and the change of agricultural land ownership from public to private. Currently, agricultural development is based on small farms, while cooperatives or other types of unions which would eventually revive economies of scale are missing. In rural areas extreme fragmentation of land ownership doesn't allow for obtaining a high return from investments



⁹ Those included in this programme.

¹⁰ Decorative trees cultivation in Dajç Commune started in 1998, with emigrants bringing the trees from Italy to decorate their own courtyards. The Agro-ecological report on Dajç Commune, Shkodra Region (2005). Institute of Land Studies, Tirana.

in agriculture, impacting the economy as a whole. According to the data provided in the Sectorial Strategy on Agriculture and Food, agriculture is dominated by small farms (with an average of 1.13 hectares) split in approximately 3.9 plots per farm, with an average size of 0.25 hectares.

As a consequence, the aimed agricultural development in Dajç Commune is strongly related to the re-organisation of large farms, as the only and best way to increase the quantity and quality of agricultural products as well as income for the inhabitants of the Commune.

The Sectorial Strategy on Agriculture and Food covering the period 2007 – 2013, prepared by the Ministry of Agriculture, Food and Consumer Protection, identifies these strategic development sectors:

1. production of fruit trees, olive and grape
2. production of vegetables
3. production of animal farming products
4. industrial processing of fruits and vegetables
5. industrial processing of grape
6. industrial processing of milk and meat

In the framework of this Strategy, the respective Ministry is identifying the technical measures needed to support an increase in production as well as the consolidation of sustainable agricultural economies.

However, the main precondition to realise the potentials and the development of the agricultural sector lies in the consolidation and improved management of arable land, which would create more viable farms and other agricultural businesses. A unified use of agricultural land aims at the establishment of farms of 10 to 50 hectares which function as a single business unit¹¹.

2.6 Local Finances

Current Situation

During recent years the budget of Dajç Commune has shown instable levels as reflected in the budget table below. Essentially, the examination of the budget for the last years reveals a disproportion between Central Government and own revenues.

Effects of such a negative dependency and lack of financial autonomy are reflected directly in the limitation in income forecasting and capital investments undertaking by the Commune. For example, in 2006, there is a drastic decrease of the

budget as a result of an unexpected drop in state budget transfers, which cut the commune budget for that year to half.

The following table shows that the level of Commune income revenues has increased from year to year, and in 2006 it has almost doubled. However, own revenues remain too low compared to central government transfers. This dependency on state transfers has negative effects on the financial and overall management of the Commune.

¹¹ EPTIZA 2006

Table 3: Dajç Commune Budget 2002-2006 (in 000 ALL)

No.	Sources of income	2002	2003	2004	2005	2006
1	State transfers	39,146	39,262	42,182	46,870	13,675
2	Own revenue	936	2,132	3,896	4,510	8,054
3	Total budget	40,082	41,394	49,257	54,453	24,397

Data source: Dajç Commune

* For 2004, 2005 and 2006, data reflect planned, not realised, budget.

Meanwhile, the data for the aggregated budget from the table below show that in comparison to other local government units, Dajç Commune was classified last in 2006 regarding budget indexes and

parameters: until this year this Commune, had the lowest total budget, the lowest local revenues and the lowest per capita budget.

Table 4: 2006 Aggregated Budget (in /000 ALL)

No.	City	General budget	Local incomes	State budget	Population	Per capita budget*
1	Shkodra	1,509,313	252,400	1,509,313	112,440	13,423
2	Dajç Bregu i Bunës	24,397	8,054	13,675	8,579	2,843
3	Vau i Dejës	65,534	20,249	35,399	12,332	5,314
4	Koplik	27,480	11,780	15,700	13,500	2,035
5	Puka	43,342	14,000	28,623	5,450	8,026
6	Fushë-Arrëz	35,368	9,637	25,731	5,400	6,549
7	Velipoja	29,076	9,000	14,768	8,327	3,492
8	Gur i Zi	34,688	8,130	26,558	11,800	2,940

* Per capita budget is calculated by dividing the total budget by the number of population.

The financial impossibility of the communal budget to meet the growing needs of its community is one of the main problems identified by the Communal authorities. Their revenues are insufficient and unstable, thus impeding careful planning and the realization of much-needed investments in the Commune.

Lastly, based on these data it can be inferred that in the present state the financial status of Dajç Commune shows slow improvement and the need for greater financial autonomy.

Trends

According to the Law on the Organisation and Functioning of Local Government, Dajç Commune is responsible for managing its finances and collecting local taxes and tariffs. The whole process is based on the Law on Local Taxes System, Nr. 9632, and dated 30 October 2006.

In this regard, there have been some good advances, such as the proper identification of tax-paying

subjects and the calculation of the amount of local taxes; raising public awareness and notification in writing to pay local taxes.

Cooperation with the tax office is continuous focusing on small businesses and with D.R.SH.M authorities regarding taxes on private cars. Similarly, transparency of the administration in publishing in each village the list of tax-paying citizens; the

digitalizing of data from the Office for Immovable Property Registration for the surfaces of facilities and of the tax-payers list are other ongoing efforts undertaken by the Commune.

Complete collection of revenues from local taxes and tariffs is also conditioned by the abilities and the capacity of the tax-collecting authorities to fight informality. In general, local tax collection is carried out in a voluntary basis, and lack of previous experience as well as poor citizen willingness to pay taxes has influenced collection rates, estimated by the commune to be at about 60-70 per cent. Meanwhile, a significant problem concerns illegal businesses which do not pay any taxes, such as

unlicensed 8+1 minibuses operating in public transport.

According to the local authorities, a major reason why tax collection is not working properly is related to the lack of the communal police, as the structure which is directly responsible for implementing the decisions taken by the local council regarding the obligatory collection of local taxes. This situation is further aggravated by the lack of complete cartographic documentation on agricultural land. Such information is necessary to calculate the property tax on agricultural land which is expected to become one of the principal income sources in the Commune.

2.7 Public Services

Based on the Law on the Organisation and Functioning of Local Government in Albania, Dajç Commune is responsible for:

- pre-school education - administration and maintenance of kindergartens within the territory of the Commune;
- primary health care - maintenance of buildings;
- water supply, maintenance of the sewerage and the drainage systems;
- administration and planning of territory;
- building and maintenance of inner roads in the Commune;
- public transportation - licensing and monitoring of the service;
- collection and disposal of urban solid waste;
- maintenance of green areas in the Commune;
- culture – organisation of cultural activities and promotion of local values and customs;
- administration and maintenance of public lighting;
- décor;
- public cemetery;
- administration and maintenance of sports' facilities;

- social services, crèches, kindergartens and orphanages

At the same time, some of these functions are shared, such as:

- pre-school and pre-university education – local government is responsible for the administration and maintenance of the buildings, while the teaching system is under the responsibility of the Ministry and the Regional Education directorate based in Shkodra;
- Health care service and public health;
- Social Services and counselling;
- Environmental protection;
- Public order

The preparation of the Strategic Development Plan of the Commune is part of responsibilities of the Commune regarding economic development.

The local administration is well aware of its role and responsibility in providing good quality services to the community, but effective service delivery is limited for some of the services.

2.8 Water Supply, Sewerage and Irrigation Systems

As already mentioned, water supply is one of the main responsibilities of Local Authorities in Dajç. In the framework of full service decentralization in Albania, recently the legal step has been taken to transfer ownership of water utilities to local government units.

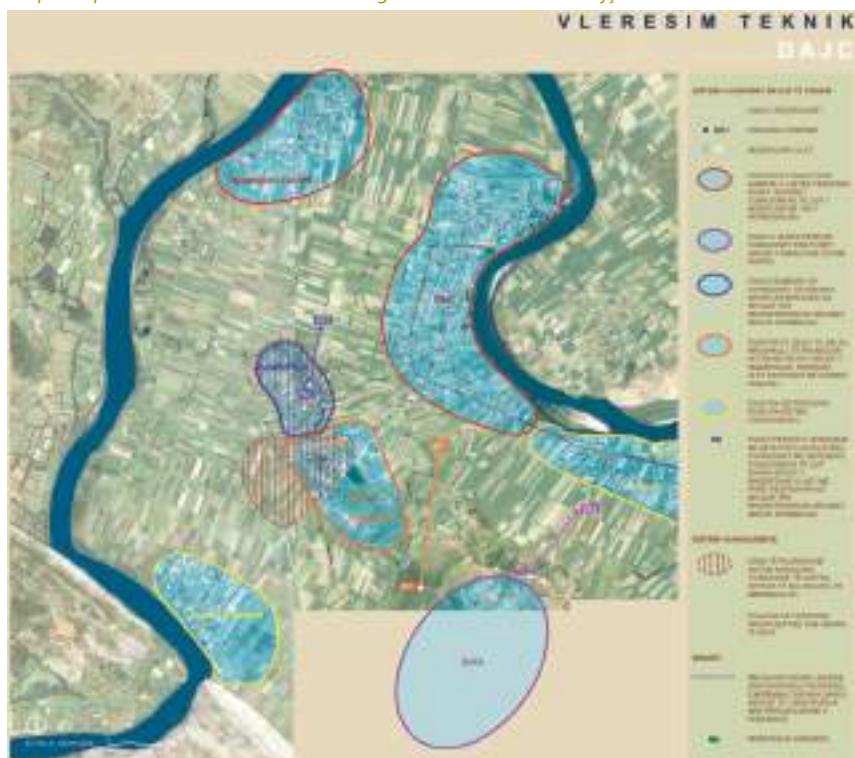
In Dajç territory there are six water networks, which are under the administration of Dajç Commune and not all of them are functional. Indeed, based on available data, the water supply system in Dajç Commune has been declared as completely worn-out by the village water utility.

After the '90s, the administration of water systems was on the hands of village utilities and there have been controversies about the management and administration of this service between these utilities

and the commune. This situation has influenced the investments needed and the quality of service provision.

Dajç is one of the first Communes in the country which owns parts of the water supply system. Local authorities have their representative in the "Water Utility Board" in Shkodër, but have little control over the management of the utility and the investments made. Similarly to Dajç Commune, many local government units have expressed their willingness to take over water utilities provided debts of these utilities towards third parties have been written off, especially those of the Albanian Power Corporation. Another main condition posed by the local governments is that the water mains, i.e. those parts of the system which require capital planning, must be fully functional.

Graphical presentation of water and sewerage network situation in Dajç Commune



In principle, sewerage systems are organised and function on a village basis. In practice, these systems do not cover all of the villages in the commune of Dajç. Only four of the villages have sewerage systems, but in inadmissible conditions, while the rest of the villages rely on septic tanks.

In the year 1991, in some villages of Dajç Commune like Samrish i Ri, Belaj, Rushkull dhe Suka Dajç water supply networks were built. However, none of these networks ever functioned properly forcing the inhabitants to rely heavily on wells as the only alternative water source. Wells are also used in the other villages of the commune which lack the

network. The wells are usually dug 25-30 meters deep in order to minimise the danger of pollution of underground waters from sewage that is filtered through the septic tanks.

In the villages of Belaj and Rushkull a major investment financed from Oxfam is carried out to lay plastic tubes in order to supply the population with potable water. However, this intervention did not manage to bring any significant improvement, as individual connections were never established and people were provided water only through public taps. Additionally, due to serious problems in the design of the technical project, water pressure was also insufficient.

The water system of the village of Samrish i Ri represents problems related with the water tank. Problems in the initial design of the tank and erosion of the land around the water tank necessitate the complete reconstruction of the reservoir. Potable water for the inhabitants in the village of Suka Dajç is provided partly from a worn-out water network and partly from individual wells. The water supply network in Pentar was reconstructed in 2000-2001¹² and at the present, interventions are necessary in part of the pipes and in the reservoir.

As far as the sewerage system is concerned, the network covers the villages of Pentar, Samrish i Ri, Belaj, and Rushkull. However, the system is in bad conditions with frequent blockages and ruptures of the manholes. In the villages of Dajç, Samrish i Vjetër and Mushan, septic tanks are being used. Currently, there is no treatment of sewage which is usually discharged in irrigation canals that pass through agricultural land and often even in inhabited areas. Local authorities have intervened in the sewerage network in the village of Pentar by installing larger pipes, which flow into the Buna River.

All existing systems of water supply, including pipes and reservoirs, require reconstruction; while in those villages which lack these systems new constructions are necessary. System maintenance

and further improvements are at the top of the agenda of the Local Government, while coverage of all villages with properly functioning sewerage systems is considered a second priority. This is due to two reasons: (i) being a rural area, provision of the sewerage service can be provided by septic tanks in a simple and fast way; and (ii) those living in new villages tend to return to their previous settlements, and as a result it is not feasible to invest in provision of sewerage systems in the new villages such as Samrish i Ri, Belaj i Ri, etc.

Worn-out drainage and irrigation systems on the other hand have caused damage to agricultural land, especially during heavy rainfalls. At the present, Dajç Commune has a complete system of drainage and irrigation, which are connected to the main collector that passes through the territory of



¹² Through a funding from the Albanian Development Fund.

the Commune. Most of these networks and pipes lack maintenance and as a result have started growing vegetation which blocks the free flow of the waters.

Tertiary drainage networks are mainly cleaned by the farmers themselves, while maintenance of primary and secondary networks is the responsibility of the Directorate of Waters at the central government

level. However, since several years these networks have not been maintained and are now full with sewage and solid waste, causing floods. The damage of riverbanks along Buna River and the malfunctioning of the drainage system are the main causes of flooding in a big part of agricultural land in the Commune of Dajç. Inundations cause considerable damage to crops and sometimes they also damage residential buildings.

2.9 Road Network / Road Infrastructure

The road network in Dajç Commune is in a relatively good condition. The centre of the Commune is located 22 km from the city centre of Shkodra. This

centre is connected to the main road axis Bushat - Velipoje through a paved road which is in relatively good conditions.



View of commune main road axis



Dajç Commune administers 71.3 km of roads. Out of these, 18 km are inner roads connecting villages to each other. These roads are not paved and in very bad conditions, passable only during the dry summer months. The territory of the commune does not host any national road. The main road that connects to Bushat – Velipoja axis is a regional road whose maintenance is done by Qark of Shkodra.

A characteristic element of the road infrastructure in the Commune of Dajç is the general narrowness of the roads. Making these roads wider necessitates major civil works, since most roads are bordered by drainage canals whose movement would need additional work and extra resources.

During the last years, the community itself has made a big contribution in the rehabilitation of the road network. Notably, the “Alb-emigrantes” association has financed the pavement of the central road of the commune in the year 2008. In order to increase safety for the residents this road also includes some

speed bumps which are necessary to lower the speed of passing vehicles. During the same year, through a financing from Intercooperation Albania, the first axis of Pentari road, which leads to Suka Dajç, has been rehabilitated.

2.10 Public Transportation

The Commune of Dajç lacks a proper public transportation service; at the present, this service is carried out by licensed private minibuses, which connect the various villages of the commune to each other. This service does not rely on fixed time

schedules. In fact, public transportation is not considered a priority by the local authorities, also due to a lack of the necessary technical and financial resources.

2.11 Solid Waste

According to the existing law, solid waste collection is the complete responsibility of the local authorities. At the present, there is no genuine solid waste collection service being delivered in the commune of Dajç, be it public or private. In the year 2006 a solid waste collection scheme was designed identifying the waste collection points in each village and respective costs. However, due to lack of funding this project could not be implemented. The number of collection points has increased from 5 in the year 2003 to 15 in the year 2005, while there is an area within the territory of the commune which acts as a dumpsite. Collection and transportation of solid waste is done in a primitive way utilizing horse-carts or hired vehicles.

Waste is dumped in open irrigation and drainage canals and, in most cases, it is burnt. Lack of a proper disposal system causes the obstruction of tertiary drainage canals, and in some cases even of the main collector which passes through the territory of the Commune.



Lack of a landfill is a major concern to the local authorities as well as to the inhabitants of Dajç. The Local Government has already expressed its willingness to join the group of communes and

municipalities which in the future will use the regional landfill in Bushat. This project has been approved by all the decision taking authorities, at central and regional levels, and civil works are expected to start soon. However, this alternative will significantly increase service provision costs in Dajç Commune, thereby demanding careful calculations of the service fee.

Until this regional landfill starts operating, the local authorities in Dajç have expressed their willingness to design and establish a solid waste collection scheme.

2.12 Education

Regarding pre-school education or education in general, the local authorities in Dajç are responsible for the maintenance of this service and the teachers' salary, but the education system is under the direct responsibility of the Regional Educational Directorate in Shkodra, a dependency that directly influences the quality of this service.

The Commune of Dajç has a total of 9 institutions of compulsory and high-school education, with a total of 1,053 pupils and 77 teachers. Compulsory education is provided through 4 primary schools

with 157 pupils and 4 secondary level schools with 769 pupils. There is one high school in the Commune with 130 students, a figure that has been maintained at the same level during the past five years.

In the territory of Dajç Commune there are 6 kindergartens with a total of 70 children. In the meantime, there are no crèches or private kindergartens or schools operating in the territory of the Commune.



In recent years, two new secondary level (9-year) schools have been built in Shirq and Dajç, while three other schools have been reconstructed and rehabilitated. A major problem regarding educational facilities concerns the high school, which is located far from the urban centre of the commune and is thus not easily accessible to all students.

Sports facilities in the Commune consist of only 3 simple playgrounds/fields, while there are no cultural centres or institutions. Provision and maintenance of educational and recreational facilities is the responsibility of the Commune. In this regard, the local authorities believe that the preparation of the strategic development plan of the Commune will help to plan the location of schools and social facilities and to establish a work plan to realize them.

2.13 Public Health

Public health is one of the most sensitive issues for the community of Dajç. The efforts of the Commune administration to improve the conditions of delivering this service have been realized through the cooperation with the Public Health Directorate in the Qark of Shkodra. Three new health care centres have been built via a financing of the Central Government.

Currently, Dajç has 5 health care institutions, two of which are ambulatory centres and 3 health care centres, respectively in Dajç, Pentar and Shirq. Three doctors provide their services in these health care centres. The Commune lacks a polyclinic or hospital which would serve better the needs of the community.

2.14 Healthy Environment

The emergence and growth of private economic activities in Albania after 1990 have enormously increased the pressure and the negative effect on the environment. During this period, the relationship between development and environment has not always run smooth. On the one hand, the demands for a healthy environment have increased together with growing awareness on the part of local authorities and communities. On the other hand, practical implementation of environmental objectives has been dependent on a series of factors.

One of the most obvious environmental issues in the Commune of Dajç is the management and protection of Buna River, considered as one of the main rivers flowing to the Mediterranean in terms of the amount of water going to the sea. The average water flow is 670m³/second, which makes Buna the most important river in the northern Mediterranean. The Hydro-Power Plants built on Drini River played an important role in diminishing the floods previously caused by this river.

Buna River is a natural habitat to 13 species of fish that migrate from the lake to the sea, and vice versa. Some of these species are *Acipenser sturio* (risking extinction at the global level), *Alosa fallax nilotica*, *Anguilla anguilla*, *Dicentrarchus labrax*, *Mugil cephalus*, *Liza ramada*, *Platichthys flesus luscus*; etc.

The main problem regarding Buna River is erosion along its shores, due to deforestation in both sides of the river and also due to fishing. Currently, fishing

is a steadily declining activity because of a decrease in the amount of fish, a phenomenon which is evident in the Lake of Shkodra, Rivers Drini and Buna, etc. According to the Communal authorities, discharge of sewage does not represent an issue in this area.

Conservation of agricultural land in Dajç Commune is another important environmental issue. The Shkodra regional development strategy (2006) refers to the fact that in most Western European countries,



the farmers' community is considered as the main guardian of the quality of rural environment. There biggest environmental benefit will derive from an agricultural sector which is economically feasible and organized in a way that it ensures environmental protection. At the present, the local authorities state that the only issue regarding land is the

erosion along the shores of Buna River. According to the Commune, urgent prevention measures are necessary, but very costly, and thus unaffordable to the Commune. In the longer-run, planting of trees along both shores (within the territory that is under the jurisdiction of the Commune) is considered as a good solution by the Commune.



Meanwhile, little to nothing is being done for the protection of agricultural land from degradation. Vast surfaces, mainly on the southern part of the Commune, have been transformed into natural pastures. The lack of long-term land ploughing and cultivation increases the risk of degraded land quality and fertility.

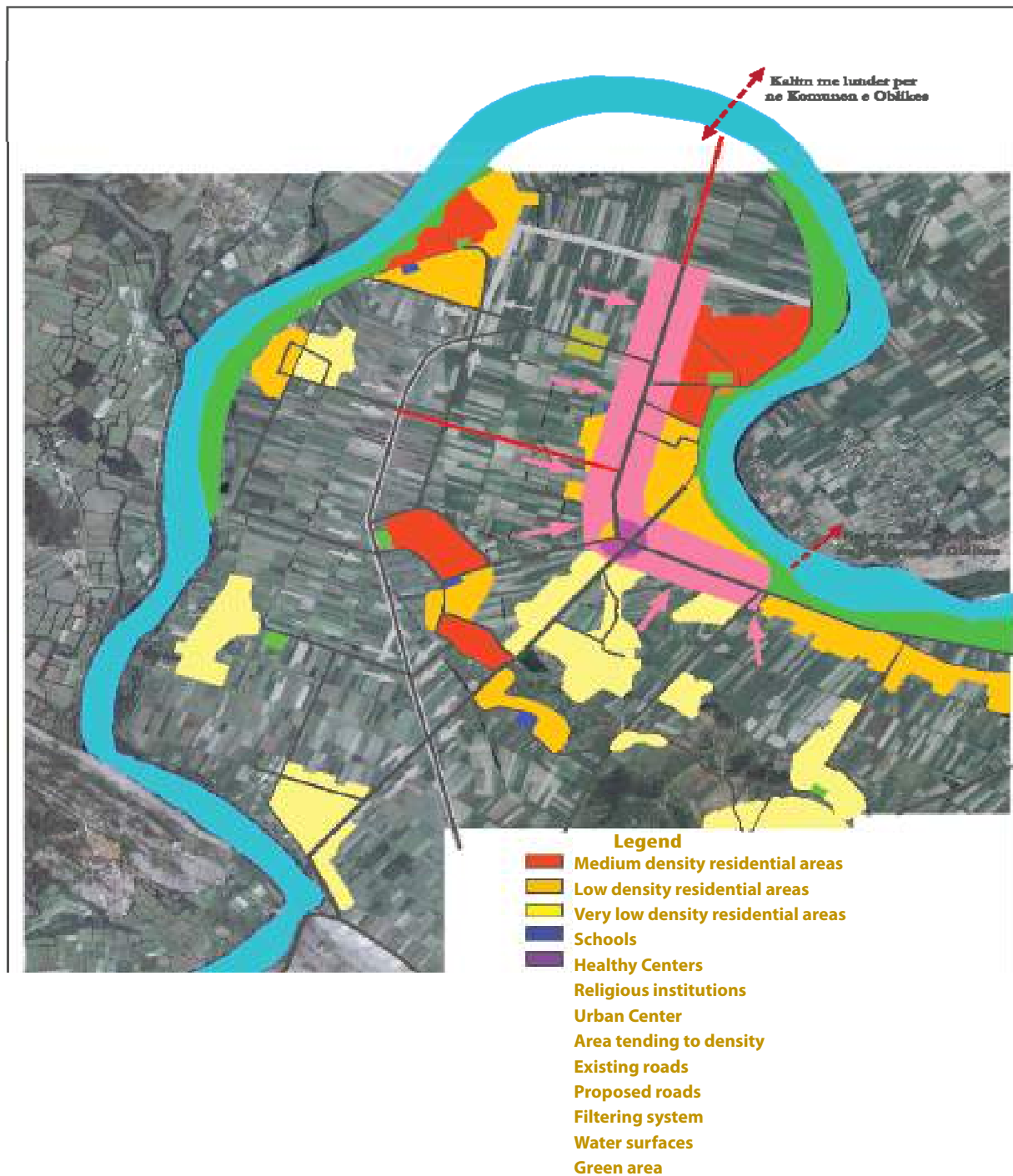
Under the conditions of a missing solid waste disposal service in Dajç, transportation and dumping in unsuitable places remains an unsolved issue which aggravates each year and which takes its toll on the environment.

2.15 Territorial structure

After the '90s, like in other areas within the Qark of Shkodër or elsewhere in Albania, Dajç Commune was faced the pressure of new constructions, most of which of a residential character. Currently, a considerable number of new buildings can be identified in the whole territory of the Commune, mainly around the centre of each village or along existing roads. Most of the new constructions are built in or around the village of Dajç, while new constructions mainly of residential character are also seen in the villages of Shirq, Darragjat, Pentar and to a smaller extent in Samrish i Ri. Thanks to the flat terrain and the demarcation of the plots and

the canals, an even territorial structure is observed (look at the aerial photograph of Dajç village). These new conditions demand a proper and careful planning of the territory, be it on the residential or agricultural areas.

Currently, Dajç Commune does not have a detailed spatial plan, which includes all the territories under its administration. For this reason, the preparation of such a document is seen as one of the main priorities of the Commune, creating in this way the main instrument for controlling and regulating of new buildings within its territory.



Preparatory estimation of the existing situation territorial organization of Dajç Commune

The main issues that this plan should address are: the identification of future extension of urban settlements which prevents abuse of agricultural

land and by identifying an urban and rural spatial scheme of the Commune in the future.



Views of the spatial structure of Dajç Commune villages, (picture of Dajç village, 2007)

Some of the issues addressed by spatial plans are: orientation and/or regulation of the movement of many families living in hilly villages like Suka Dajç, Belaj, Samrish i Ri back to their old homes along the Buna River. These families moved to the hilly villages following the earthquake of the year 1979, and also as a way of dealing with potential floods from the river. Nowadays, these families show a tendency to move back to their previous settlements, in search of better services, especially water supply. Such internal displacements must be guided by means of a carefully detailed spatial plan which maximizes land use efficiency as well as efficiency in infrastructure and service provision based on the principles of consolidating the urban social dimension of the settlements.

Unfortunately, the Commune of Dajç does not possess the necessary technical and financial capacities for the preparation of a strategic spatial plan for the whole territory under its administration. A general spatial plan should balance in a careful and detailed way the use of land based on the principles of urban development, protection of agricultural land and environment in the Commune.

In order to prepare these plans, it is indispensable that the communal staff first strengthens its planning capacities and create a detailed database on urban and rural land, buildings, infrastructures, etc. The form and the organization of work will depend on the development principles and objectives that are included in this Strategic Development Plan.

2.16 Housing

According to the data provided by the local administration, there are no families in Dajç which are registered as homeless. Under these circumstances, it is obvious that the main concern faced by the local government with regard to

housing is linked to the legalisation of many buildings that have been built after 1990, illegally and in an uncontrolled way, motivated by the need for providing shelter to one's family and favoured by the lack of proper control and land management systems from the local authorities.



Pictures of typical living buildings in Dajç Commune



The evaluations carried out on informal constructions in Dajç Commune, which are undergoing the legalization process, show that about 90 per cent are situated in plots that do not pose any property disputes. For this reason, the pace of legalization process is smooth and without major problems. The majority of newly built houses are constructed by local inhabitants due to the need for better shelter or due to family growth during the years. The new buildings in general are of acceptable quality, but they have occupied a considerable amount of agricultural land. The number of newcomers in the Commune is insignificant. According to communal data, the total number of constructions to be legalized amounts to 2,400, which clearly points to the need of the local staff to improve its technical and managerial capacities as well as to mobilize considerable investments in infrastructure and services in the future.

Recently, in the framework of decentralization, important steps toward the administration of public

assets are taken. The list of public assets complied by the local authorities in Dajç has been already approved by the central government. However, it should be noted that among the properties that will be transferred to the local government, there is not one valuable asset which can be used by the Commune to borrow money for capital investments. Like other communes, the local government in Dajç does not possess the necessary capacities to assess the capital value of the public assets that lie within its administrative territory, creating the risk of abandonment of these assets, underselling, or using them inefficiently. Local authorities state that the public assets they are waiting to receive are few and do not possess high economic value which can be utilised.

Land prices in Dajç vary from 100,000-200,000 ALL/dynym of agricultural land and 400,000-500,000 ALL/dynym urban land. There are very few cases of land renting for agricultural purposes. In these cases, the price is about 2,000 ALL/dynym per year¹³.

¹³ One dynym is equal to 1,000 m².

2.17 Good Governance

The Dajç Commune Administration has 18 employees. According to the discussions with the Mayor of the Commune and other members of the administrative staff, one of the main components of the well functioning of the administration is increasing efficiency in service delivery while lowering costs and fighting corruption. During the process of discussions over the components of the Strategic Development Plan of the Commune, almost all actors involved in the process accentuated the serious work and efforts of the Commune administration in improving the services and infrastructure in the commune. The re-election for the third time of the Commune Mayor shows

the trust and support of the Commune inhabitants towards him. One of the most positive aspects of the good work done by the local government in these years in improving the situation is the collaboration with local and regional actors. It is worth mentioning here the collaboration with the local association “Alb-Emigrantes” and the collaboration with Intercooperation Albania based in Shkodër, where through a two-party financing the pavement of the first segment of the road Dajç turn – Pentar was completed. Within its capacities and possibilities, the Commune administration has cooperated with the expert group in the preparation of the draft and final documents leading to the finalisation of the Strategic Development Plan.

2.18 Gender Issues

The analysis of this element is addressed through an evaluation of the role of women in the various activities taking place in the Commune. At the present, like in many other rural areas in Albania, most of the women are principally engaged in the everyday works in agriculture and stockbreeding,

with little opportunities to engage in other economic activities. This is conditioned also by few such activities present in the Commune. No detailed assessment of employment situation among women in the Commune has been undertaken.

2.19 Transparency

Regarding this component, attention should be given to the legal space that the local governments have for sharing information on decision-making. According to the Commune, all the decisions taken by the Communal Council are posted in the

respective stands, while the elders of each village are one of the most effective means of sharing such information. Both local authorities and the community state that information sharing and transparency is not an issue in the area.

2.20 Public Participation in Decision-making

The process of preparing the Strategic Development Plan was conceived as an open participatory process with the involvement of the main actors in the Commune. For this reason, four crucial meetings

with the local representatives were held during the period May 2007 – May 2008. The success of this process speaks of the good work done by the Commune and the work group that was established for this purpose.



Like in other local units, public participation in decision making is realised through open meetings of the Communal Council. According to the existing legal framework, every interested inhabitant of the Commune can participate in the meetings of the Local Council, a practice that is always applied as local authorities observe. Meanwhile, with the assistance in technical expertise from different organizations (like for instance Intercooperation Albania) the Commune is engaged in organizing the process of participatory budgeting. This will gradually increase the participation of the inhabitants in identifying the form and destination of some of the most important investments.

Unfortunately, the issue of community involvement and participation in local decision making is still



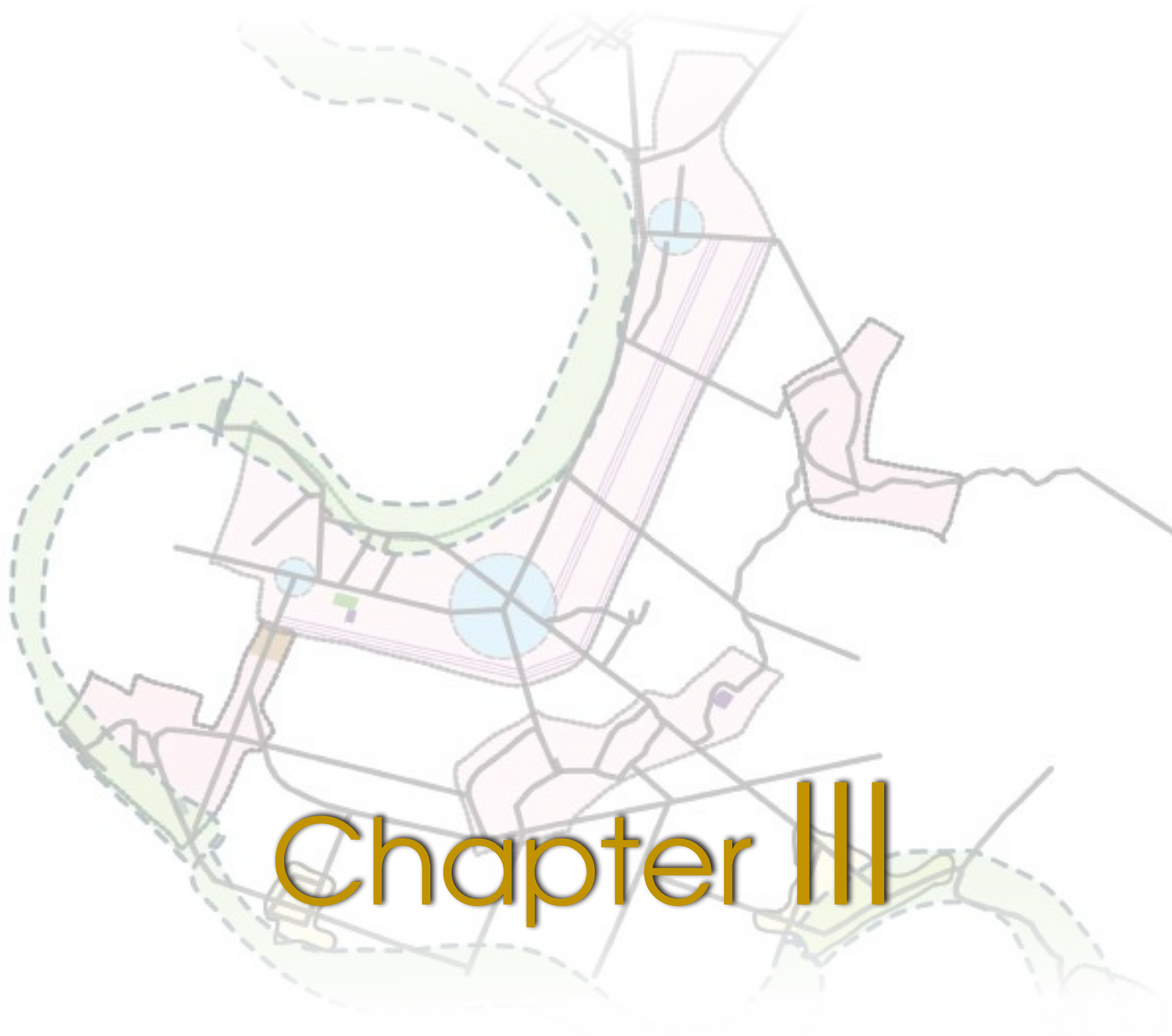
an underrepresented in Albania. While the legal framework and the existing procedures create the needed space for community participation, still there is no such culture as for the citizen to feel committed to participate in decision making, without being affected by political dynamics in local units. Like in the case of preparing the Strategic Development Plan, where many representatives of the local community were thoroughly committed to the process, such initiatives should not remain in the framework of programmes or projects but should become an integral part of the functioning of the local administration in the Commune. To achieve this, more commitment is needed on the part of the local authorities as well as on the part of the citizens themselves.

2.21 Decentralization

The Strategic Development Plan of Dajç Commune incorporates the last developments with regard to the responsibilities and competencies transferred to the local level. Transfer of pastures and forests, and also that of water supply and sewerage systems to all local government units are some of the issues addressed in the Plan.

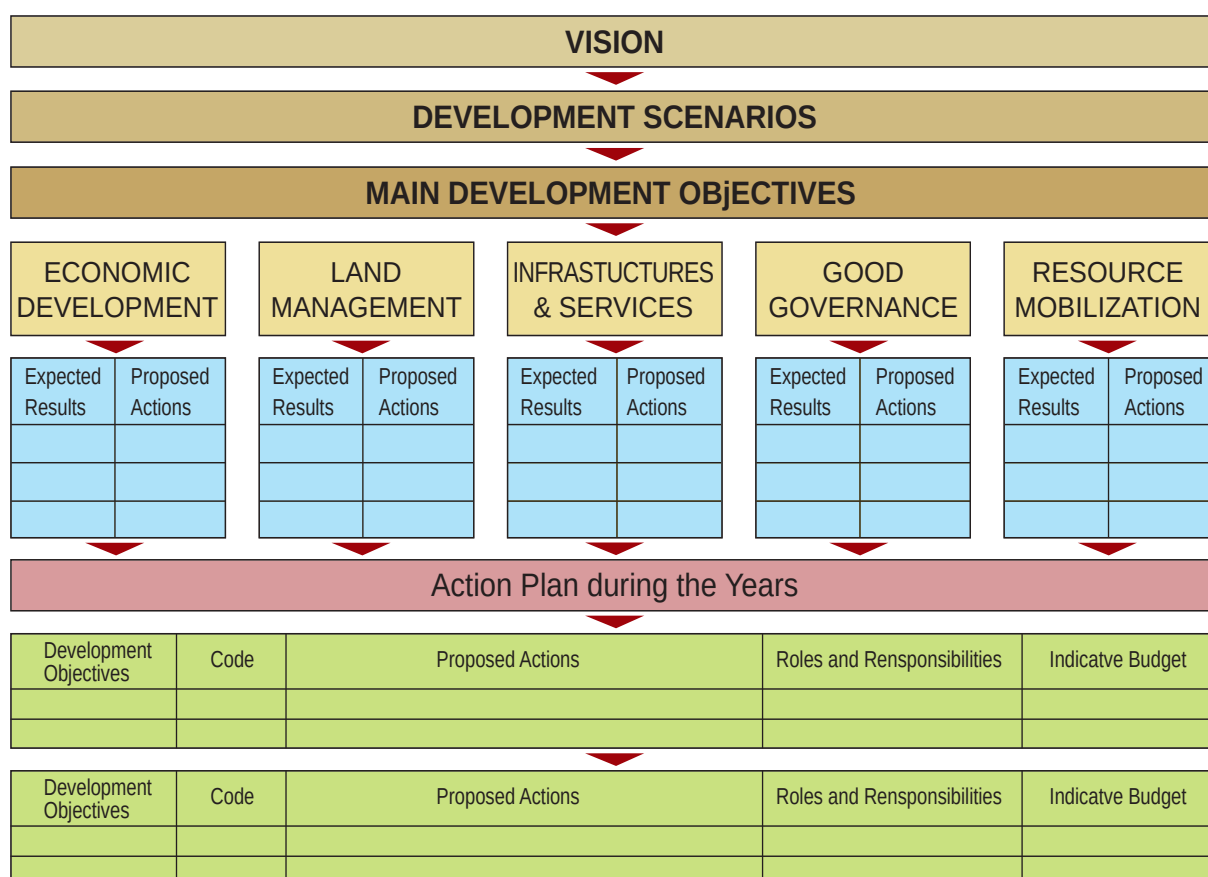
Based on a decision of the Council of Ministers of Albania, all the forests and pastures in the Qark of Shkodër have been approved and transferred to the local government units. The Commune of Dajç is given 101.3 hectares of forests and 150 hectares of

pastures. However, a special transaction is needed by the Regional Directory of Forests in Shkodër for this transfer to be effective. According to the Commune, the approved list of forests and pastures is not precise as it still includes an area of about 60 hectares which has already been committed by the Law 7501. The communal Council in Dajç has thus revised this list and approved the final list of public assets where it asks for another 184 Hectares of "forest" belonging to Pentar village, which has not been included in the previous list and which has not been affected by the 7501 Law "on land".



Chapter III

The Proposed Future Development of Dajç Commune



The above scheme shows the structure of how the vision of the Commune is linked to the main development objectives and the concrete proposed actions. This scheme includes all the functions and responsibilities of Local Authorities in Dajç Commune, structured by various sectors, defining the needed actions for each sector.

3.1 Development Vision of Dajç Commune

Dajç as an important centre of agricultural and stockbreeding in Shkodra region, where local traditions of cultivating agricultural products and stockbreeding are intertwined with the characteristic features and the natural potentials of the area.

Dajç as a bucolic community nucleus, with good quality social infrastructure and where the inhabitants cooperate with the authorities to resolve their problems and address their concerns.

Dajç as a healthy natural environment protected and renewed due to the care and engagement of all the inhabitants of the commune as well as from the continuous support and monitoring on part of the Local Authorities.

3.2 Main Development Areas – Definitions of Citizen Groups

- I. Orientation of future economic developments in Dajç Commune focusing mainly in reviving and consolidating agriculture and stockbreeding
- II. Reorganization and development of farms based on the identification of new products and in the further enhancement of agricultural and stockbreeding processes
- III. Exploration of development potentials and promotion of tourism, with a focus on agro-tourism, as well as on complementary activities in services and infrastructures
- IV. The increase and development of trade based not only on agricultural and stockbreeding products, but also on the development of greenhouses and decorative trees

3.3 Overall development objectives of Dajç Commune

The following objectives include the definitions of Citizens Group, structured by priorities, and the responsibilities of the Dajç Commune administration.

A. ECONOMIC DEVELOPMENT

Promotion and development of new economic activities in Dajç Commune, concentrating in enhancing the general conditions of agricultural and stockbreeding production, promotion of local entrepreneurship and the creation of an attractive environment for local and foreign investors

B. TERRITORIAL MANAGEMENT

Consolidation of main urban centre of Dajç Commune in the crossroads of Pentar road and the main communal road, as well as the regulation of future constructions around this centre and along the road corridors by strengthening the necessary administrative and technical instruments for the management and control of rural and urban territories

C. IMPROVEMENT OF INFRASTRUCTURE AND SERVICES

Improvement of the quality of public service delivery and physical infrastructure covering all the territory of Dajç Commune abiding to the proposed reorganization of urban and rural communal territories

D. IMPROVING LOCAL GOVERNANCE

Enhancing the managing and administrative capacities of Local Authorities of Dajç Commune regarding citizen involvement in decision making, supporting social rights of vulnerable groups and environmental protection.

F. INCREASING LOCAL REVENUES

Improving the capacities of the Local Administration in collecting locally generated revenue and in identifying new sources of financing infrastructure and service projects.

3.4 Detailed Analysis of Development Objectives in Dajç Commune

3.4.1 Objective A - Economic development

The development and consolidation of agricultural and stockbreeding activities in Dajç Commune is undertaken by private entrepreneurs in the Commune and is influenced by the level of investments mobilized by local or foreign investors. For this reason, the local administration must play a key role in attracting investments and long-term support to the existing and the newly established private enterprises. It is thus necessary to take specific measures based in development priorities and financial and human resources of the Commune.

Main objectives of economic development in Dajç Commune:

- A1. - Revitalization of agricultural and stockbreeding products in Dajç Commune
- A2. - Promoting agro-tourism as one of the means for local economic development in the Commune.
- A3. - Promoting decorative plants as a new type of business activity in the area.
- A4. – Supporting and strengthening of small service activities in the area, as another employment opportunity.

	Expected Results	Tangible interventions proposed
A 1	a. Promotion of Dajç Commune as a unit with large potentials on agricultural and stockbreeding production.	1. Preparing an estimation study for the production capacities of agricultural products in the Commune. 2. Preparing promoting materials in Dajç Communes regarding its production capacities and their publishing.
	b. Improvement of data system on agricultural land in Dajç Commune	1. Technical evaluation of data and mapping base of agriculture land of the commune 2. Creation of the administrative structure necessary for the improvement of agricultural land database (establishment of a responsible group) 3. Identification of tangible projects for generation of necessary funds and the improvement of the database
	c. Improving agricultural infrastructure in the Commune	1. Technical evaluation of the current situation of irrigation and drainage networks in commune territory as well as evaluation of the necessary improvement interventions 2. Tangible technical projects for the rehabilitation and enhancement of the agricultural land sewerage network 3. Periodic meetings with Drainage Board on the possibilities of intervention in the drainage ditches of the area.
	d. Promotion of the establishment of large agricultural and stockbreeding farms.	1. A full survey in commune territory to identify issues and problems related with the establishment of agricultural and stockbreeding farms; finding out the best ways to do that 2. Preparing a study/business plan for the possibility of creating agricultural and stockbreeding farms. 3. Organizing open periodical forums with local farmers in the Commune in order to get their opinions on farms creation possibilities and their problems.

	Expected Results	Tangible interventions proposed
A2	a. Preparing a concrete detailed plan for agro tourism activities in the Commune territory.	1. Establishing a working group, with the help from experts, at local or regional level for the Plan preparing. 2. Organization of meetings in order to identify different groups or individuals 3. Making a questionnaire in all the Commune villages regarding possibilities of development of this sector. 4. Finalizing and publishing the activities plan for this sector development in Dajç Commune (including the Commune agro tourism profile)
	b. Creating financial opportunities for agro tourism activities in the Dajç Commune.	1. Creation of a data-base on possibilities of financing at local, regional and national level for agro tourism development. 2. Preparing a package of project proposals addressed to different donors for agro tourism development in the Dajç Commune.
A3	a. Improving the support for the farmers that cultivate the decorative seed-plot business.	1. Assisting and creating of a farmers association that cultivates decorative seed-plots in the Dajç Commune. 2. Preparation of a detailed technical study that identifies the needs and possibilities for development of these cultures in the Dajç Commune. 3. Organization of periodical fairs or exhibitions where to advertise these products. 4. Preparation, in collaboration with the new association of farmers, of projects regarding seed-plots in order to increase investments in this sector.
A4	a. Identification of small business needs in the Communal level.	1. Making a questionnaire for small existing businesses in order to identify their needs and opportunities for increasing. 2. Preparing a rapid assessment regarding the condition and possibilities for development of small businesses in the Commune. 3. Establishing an infrastructural and service intervention list, based on the support for the small business in the Commune.

3.4.2 Objective B – a. Agricultural Land Management in the Commune

Almost all the agricultural land in Dajç Commune is privately owned, thus, taking necessary measures to improve the situation of land in the future is directly linked to the level of cooperation between the Commune administration and its inhabitants. For this reason, to manage the future developments of the land, the Commune must engage in:

Main objectives in agricultural land management:

- B-a1. Protecting agricultural land from illegal constructions of residential or services character
- B-a2. Orientation of future urban developments toward the centre of Dajç Commune and the main regional road corridor
- B-a3. Protection of agricultural land and urban areas from erosion caused by Buna River and protection of these areas from degradation or from turning into marshlands.

	Expected Results	Tangible interventions proposed
B-a1	a. <i>Improvement of the control system on new buildings in the Commune</i>	1. Establishment of informative tables in the centre of the Commune and administration offices to identify the areas of rural and urban use of land. 2. Establishment of boundaries of urban and rural areas of the Commune with the participation of inhabitants and local administration. 3. Establishment and consolidation of the mapping database for each village of the Commune, identifying boundaries, existing buildings, boundaries and types of developments allowed within the territories
B-a2	a. <i>Information of inhabitants on definitions of the Strategic Development Plan and the TMI of Dajç Commune on the methods of using the land</i>	1. Meetings with inhabitants of each village of the Commune to present the proposed boundary in the Strategic Development Plan between urban and rural areas as well as other criteria
	b. <i>Establishment and strengthening of cooperation with Shkodra Qark on the orientation and control on the land development in the commune</i>	1. Periodic meeting with Shkodra Qark on the possibilities of strengthening the control over the land use in Dajç Commune. 2. Identification of a joint working plan with Shkodra Qark regarding the support and coordination of the control on urban and rural land usage in the Commune
	c. <i>Orientation of developments along the main corridor proposed in the Strategic Development Plan</i>	1. identification and evaluation of the needs for physical and social infrastructure in the established area for the urban growth of the commune 2. preparation of different projects on the improvement of physical and social infrastructure in this area
B-a3	a. <i>Protection of damaged or endangered areas</i>	1. preparation of a detailed technical study identifying the damaged or endangered areas in Dajç commune territory as well as physical measures to improve their situation 2. several meetings with the inhabitants of the damaged and endangered areas' inhabitants on the possibility of intervention and possible financing to improve the situation 3. identification of the boundaries of these areas and establishment of informative tables

3.4.3 Objective B - b. Orientation and Management of Urban Developments

Main directions regarding the management of urban territories of the Commune:

- B-b1. Increase of population density in the proposed residential areas of Dajç Commune through creation of necessary construction space within the already identified urban areas
- B-b2. Enhancing the capacities for managing and controlling development and urban land use in the Commune
- B-b3. Creation and consolidation of sustainable urban structures with the necessary public, social and service spaces

Almost all inhabited areas (villages) of Dajç Commune have low urban density which ranges between 25 – 40 inhabitants/hectare, dominated by residential buildings with inner courtyard. The size of the courtyards is substantial and a large part of it is used for agricultural purposes. What is easily evident is that the commune lacks a genuine controlled market of urban land. As a result, the tendency of the inhabitants is to construct buildings on their agricultural plots, making service delivery and infrastructure provision by the commune almost impossible. In order to address these issues the Commune should:

	<i>Expected Results</i>	<i>Tangible interventions proposed</i>
B-b1	<i>a. To inform public about accepted building criteria's regarding parcelling and building in urban land as approved with the new yellow lines in the Strategic Development Plan.</i>	1. Establishment of a work plan and of responsibilities of actors within the communal administration. 1. Informative meetings with villagers for the criteria established in the Strategic Development Plan and the elaboration of general regulatory plans 2. Preparation of materials (posters, tables, etc) and advertising them in the centre of the Commune, main roads, etc
B-b2	<i>a. Strengthening its authority on the management of urban territories in the commune</i>	1. Consolidation of Urban Office in the Commune through the improvement of working conditions, the creation of mapping database, as well as necessary technical logistics 2. Identification and financing of trainings to increase professional capacities of the Urban Office on the elaboration of territorial data and issuing construction permissions in the future 3. Identification of a periodic checking plan in the urban development priority areas in the Commune
B-b3	<i>a. Prepare the regulatory plans for commune's villages</i>	2. Preparation of a work plan (necessary phases) for elaboration of urban regulatory plans of the villages according to the established areas and boundaries in mapping materials of Strategic Development Plan. 3. Preparation of the necessary database for the elaboration of general regulatory plans of the villages of the Commune 4. Preparing the Terms of Reference of these Regulatory Plans 5. Analyze and identify the methods of investments for the establishment of the general regulatory plans of the villages.

INSTRUMENTS FOR TERRITORIAL MANAGEMENT

Regarding the definition and the orientation of spatial extension of inhabited urban areas, mixed use areas and economic areas in Dajç Commune, the following maps with the respective explanation are provided in this document.

The aim of the maps is to express through the organisation of territorial space the main economic, social and environmental objectives of the Commune. The maps are also the key instrument for public participation, offering private or public actors the opportunity to cooperate based on a clear and integrated vision. From another point of view, they will strengthen community mobilisation towards achieving common goals.

The main aim of these materials is to guide development, seen from the perspective of territorial management. In the case of Dajç Commune these instruments aim at:

- ❖ Defining the areas for territorial development;
- ❖ Identify the main transport corridors.
- ❖ Defining an overall land use plan for the Commune of Dajç.

The land use categories can be specified as the following:

A. Residential Areas

Residential areas shown on the map can be divided into two types:

1. The first type includes the **Urban Consolidation Areas**, which need regulatory plans, master plans, detailed studies or other specific studies (as for instance Partial Studies). At the same time, these areas need to be fully covered with the necessary physical and social infrastructure and services (road system, sewerage system, water supply and power networks, public transportation, schools, kindergartens, health care and social centres, etc.). The proposed gross density is 100 inhabitants/Ha; meanwhile, the proposed net density is 140 inhabitants/Ha. It is suggested that in these areas new buildings should be built, based on respective local policies, in order to consolidate the area and raise the efficiency of service delivery.
2. In the second type we have the **Urban Freezing Areas**, which don't need Regulatory Plans since it is proposed that new constructions in these areas are either diminished or halted altogether.

In overall, the purpose of these proposals is to:

- support the consolidation of urban areas;
- support the densification and the increasing of service provision efficiency in urban areas;
- increase the cost efficiency for service and infrastructures provision;

B. Specific Areas

For the Dajç Commune, the specific areas shown on the map are divided into types:

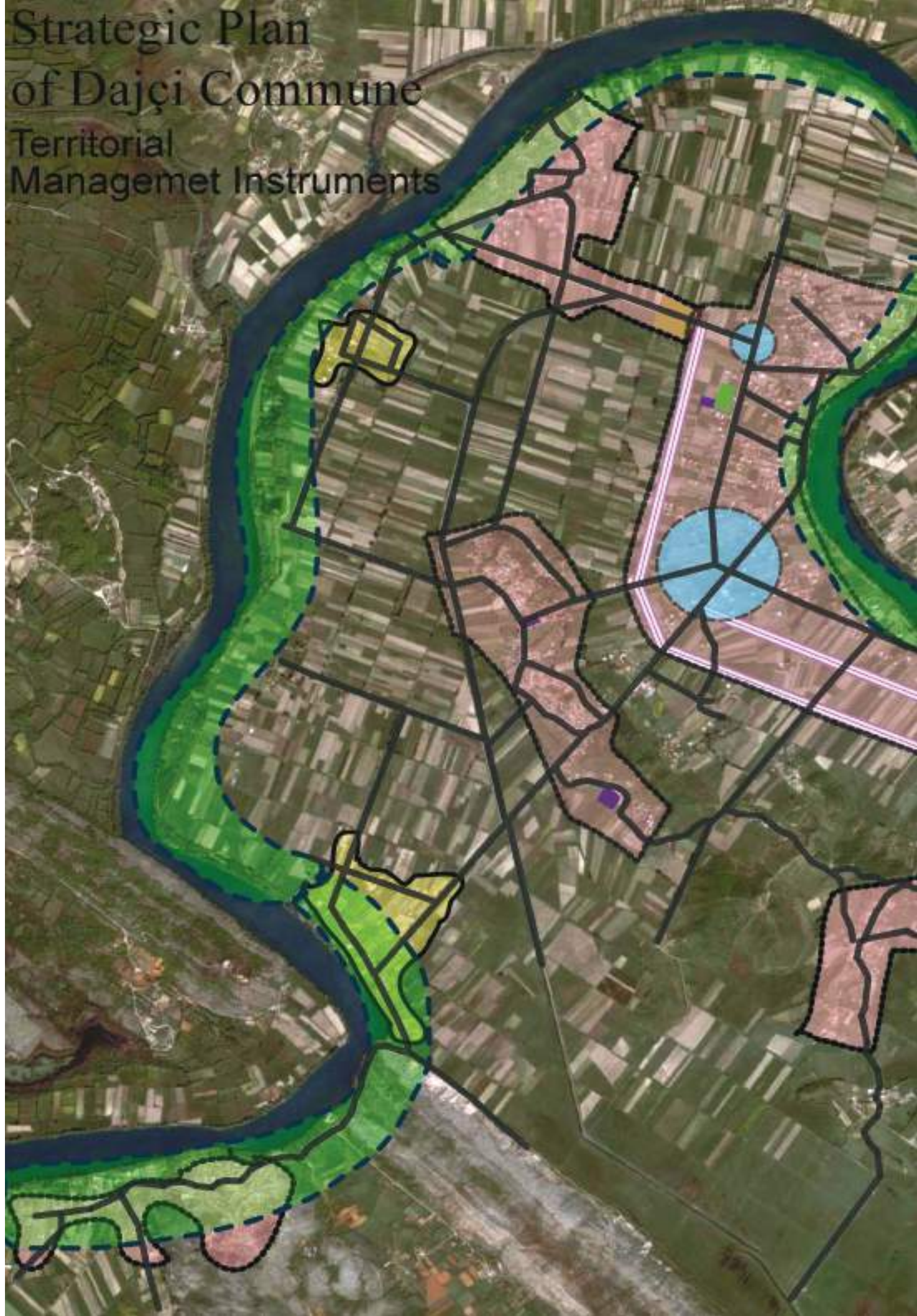
- ❖ Economic areas: these are the areas designated for markets, agricultural and stockbreeding industries, manufactures and services. In the Dajç Commune these areas are situated along the communal main road.
- ❖ Green areas: these are the specific green areas which are protected by law and need special attention, as is for example the creation of a park along the shores of Buna River, etc.

The Dajç Commune, through the territorial management instruments, has identified the first step towards partial studies, which will serve in the future to organize its territory based mainly on the principles of resource maximisation and cost minimisation.

These instruments schematically shown guide the abovementioned studies based on the priorities and the Action Plans as defined on this Strategic Development Plan (see cartographic materials).

Strategic Plan of Dajçi Commune

Territorial Managemet Instruments





Legend

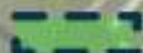
Territorial Management Instruments

Areas that Require Urban Studies & Infrastructural Projects

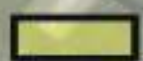
(Urban Studies, Regulatory Plans, Partial Urban Projects, Urban Design Projects, Master Plans etc.)



Areas that Require Environmental Projects



Freezing Areas



Areas that Require Detailed Urban Design Projects



Proposed New Roads



Dajç Commune



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Cooperation Office Albania

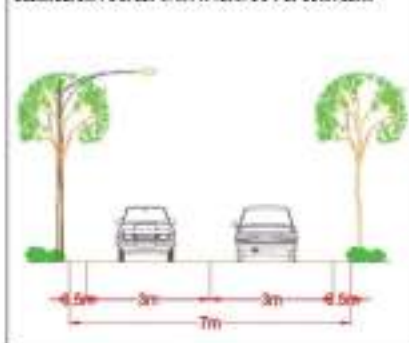


STRATEGIC PLAN DAJÇ COMMUNE

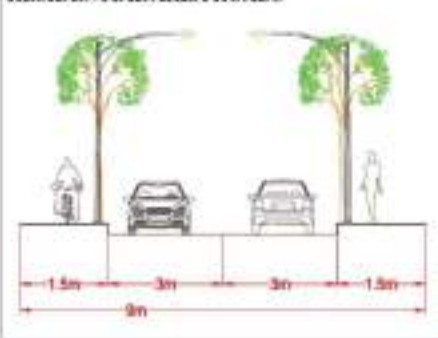
PROPOSED INTERVENTIONS ON ROADS NETWORK

Proposed Road Sections

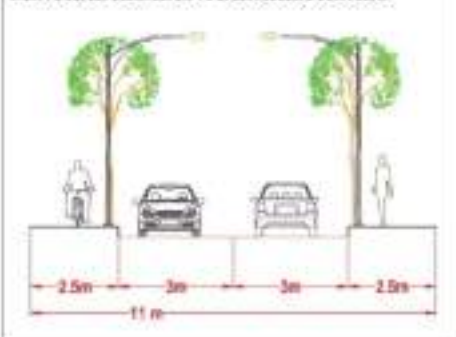
Section 1-1
RESIDENTIAL CONNECTIVE ROADS



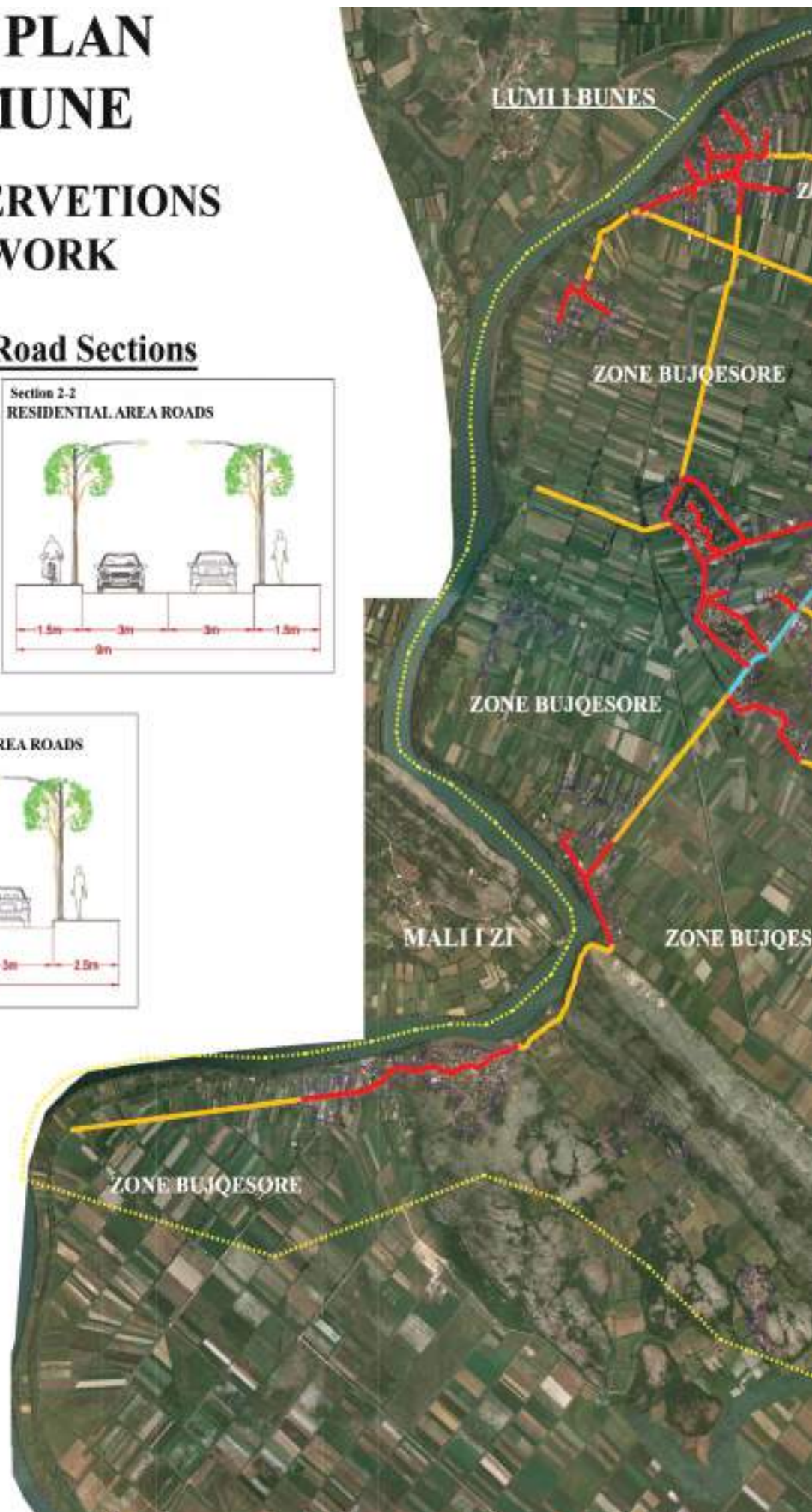
Section 2-2
RESIDENTIAL AREA ROADS

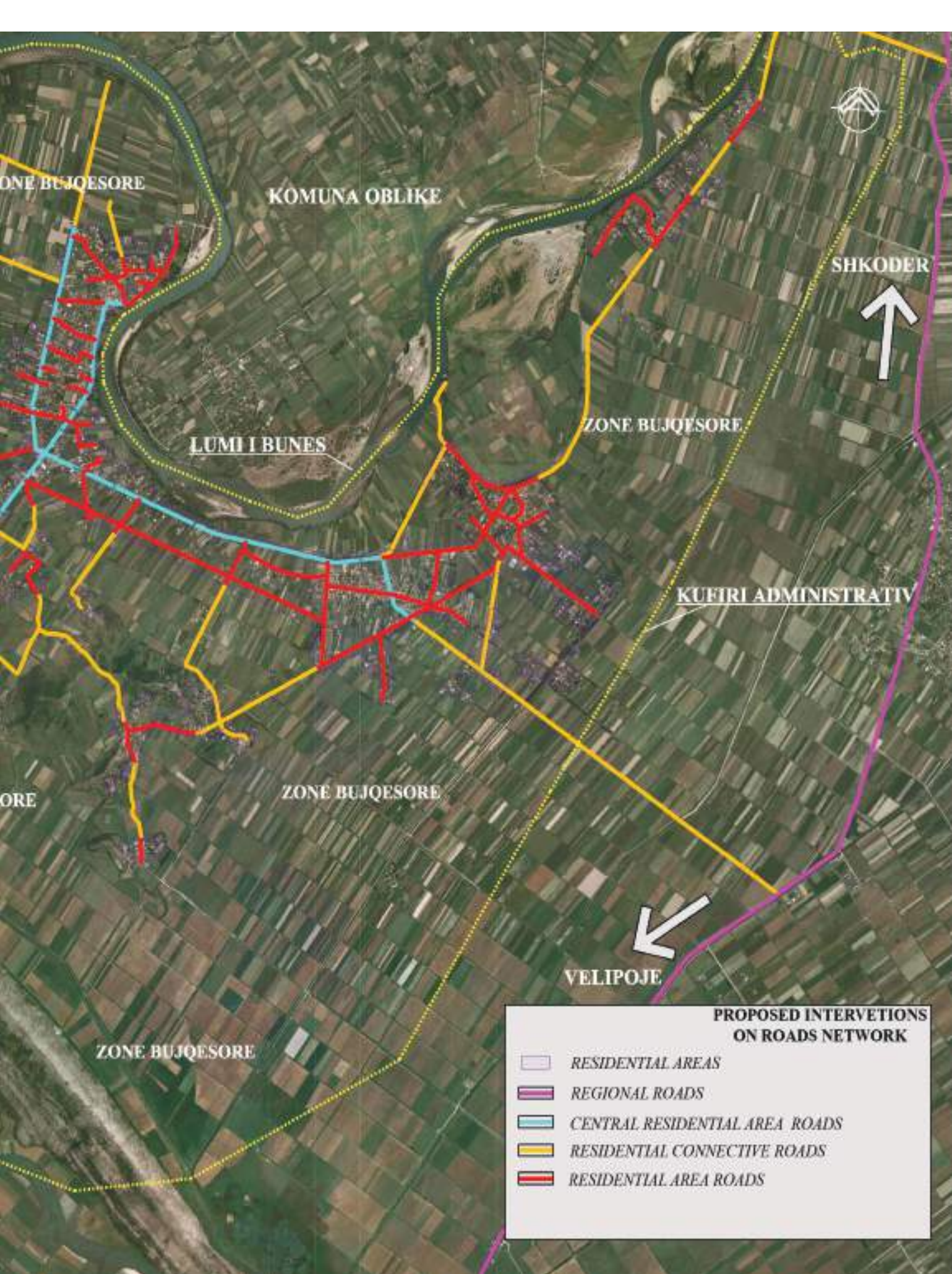


Section 3-3
CENTRAL RESIDENTIAL AREA ROADS



DAJÇ COMMUNE

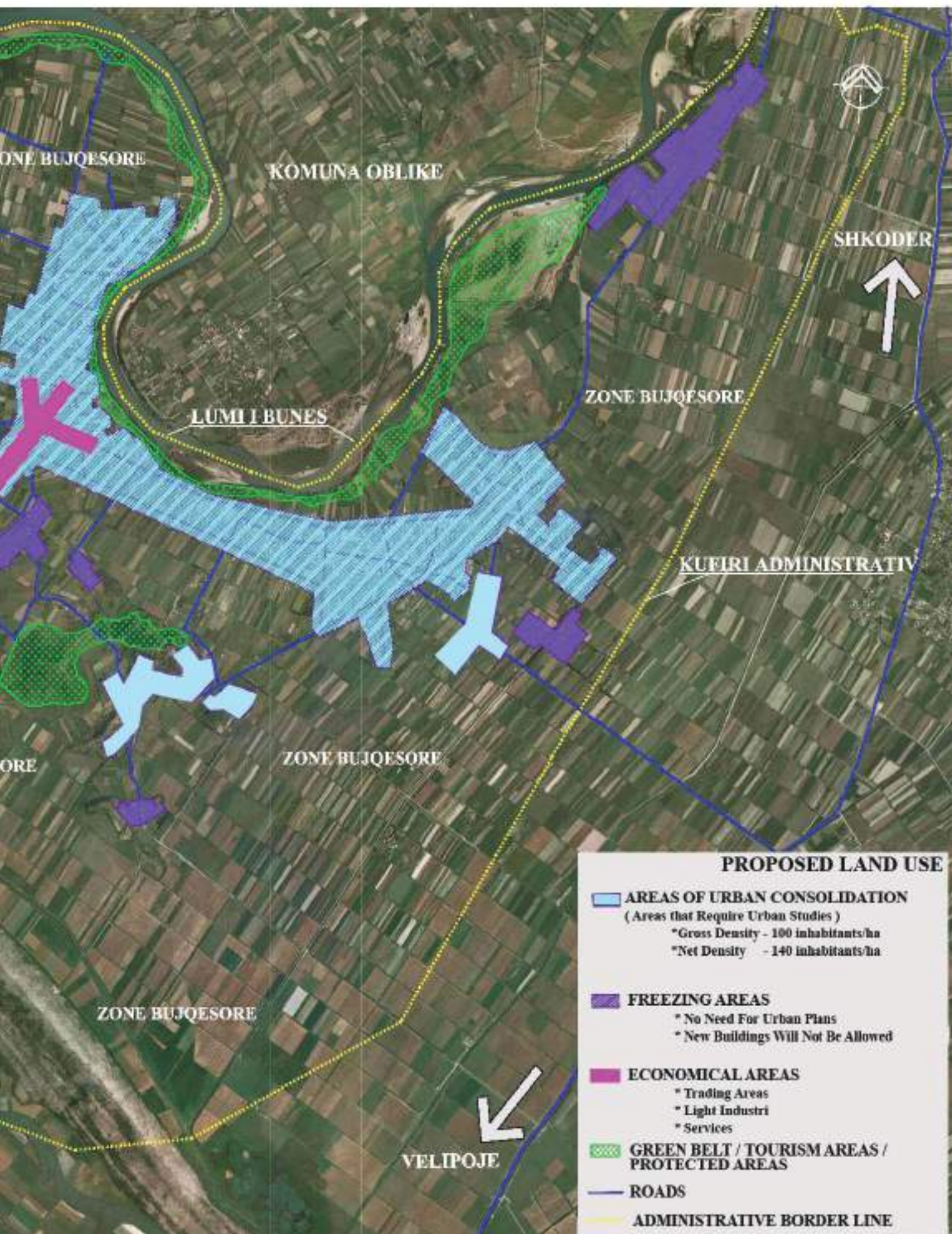






inter
cooperation





3.4.4 Objective C - Infrastructure and Service Improvement

The main orientations regarding the development of these components:

- C-1. consolidation of the Communal road network by improving communication among various urban areas
- C-2. building of water supply and sewerage networks in the villages lacking these services
- C-3. improving of physical conditions of schools and kindergartens ultimately aiming at improving educational quality
- C-4. establishment and consolidation of a system of collecting and managing solid waste in the Commune
- C-5. environmental protection and improvement in all of the territory of the Commune.
- C-6. Protection and enhancement of natural environment in the Commune

C1 - Proposals on the road network of the Commune

Due to the favourable flat terrain, interventions on the road network in Dajç Commune are relatively easily to implement. Most of the roads are in relatively good conditions, but many other secondary or tertiary axes need repairs and paving. In the framework of the Strategic Development Plan, the work group identified the need for widening the roads which pass through the proposed urban areas (see cartographic materials) by regulating construction on both sides of the roads. Meanwhile, the Plan establishes the standard profiles of inner roads of inhabited areas, achieving the uniformity of urban morphology.

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Establishment of technical projects' package for rehabilitation of Dajç Commune roads</i>	1. Establishment of ToR (Terms of Reference) for the physical transformation of Dajç Commune roads. 2. Establishment of a project-proposal for different donors to finance the process of preparation of technical projects of communal roads
<i>b. Orientation of constructions according to the construction lines in the proposed Plan</i>	1. Marking of the proposed land contours for the main communal roads 2. Establishment of informative tables in the entrance and along main roads to inform inhabitants about the proposed the proposed contours of the roads

C2- Proposals for the improvement of the water supply networks

Due to deficiencies in the communal water supply network, which services only 4 villages, the Strategic Development Plan proposes a series of concrete measures to improve the current situation.

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Verification of the current situation of the water supply network in the villages</i>	1. Evaluation of the current situation of water supply network 2. Preparation of the full inventory of the existing water supply networks in the villages provided with this service 3. Preparation (finding, updating) of maps of the existing water supply network for the 4 villages: Pentar, Samrish i ri, Suka Dajç and Dajç i Ri.

<i>b. Preparation of technical projects on the water supply network for all villages of Dajç Commune</i>	1. Preparation of Terms of Reference for the elaboration of projects on water supply networks for each village of Dajç Commune 2. Preparation of a project-proposal for potential donors on the financing of the preparations of projects of water supply networks for the Dajç Commune 3. Meetings with Shkodra Qark and potential donors of Shkodra region on the possibility of financing the project of water supply and sewerage networks of Dajç Commune villages
<i>c. Transfer of existing networks of water supply and sewerage on the ownership of the commune</i>	1. Discussion of ownership issue of the existing water supply networks in the meetings with Shkodra Qark.

C3 - Proposals on the sewerage network

Due to a lack of proper sewerage system in the villages of Dajç Commune (even the network of hillside villages is worn-out) it is necessary that the Strategic Development Plan takes into consideration the start of this preparatory process. In this framework, the Plan suggest the following:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Preparation of technical projects on sewage waters networks in the commune</i>	1. Study on the possibility of establishing a center for processing sewage waters of the Commune 2. Preparation of Design Tasks for the projects of sewage waters networks for the villages of Dajç Commune
<i>b. Promotion of the methodology of technological septic systems</i>	1. Meetings with REC in Shkodër to arrange seminars with the participation of commune inhabitants on the establishment of technological septic systems 2. Specific study on the possibility of establishment of joint technological septic systems for different urban blocks inside the villages 3. Project-proposals to donors for financing of joint technological septic systems for different urban blocks within the villages

C4 – Improving conditions in schools and kindergartens of the Commune

Main development orientations for this component of the Strategy:

- improving physical conditions in schools and kindergartens
- increasing financial capacities for investments in this sector
- establishing a long-term plan for improving teaching in the schools and kindergartens of the Dajç Commune

Given the division of responsibilities between the Communal administration and the Regional Education Directorate in Shkodër, the Strategic Development Strategy identifies these types of main actions in order to improve the situation:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Creation of the technical administrative data base in order to improve the conditions in schools and kindergartens.</i>	1. Elaborating a complete technical study regarding the physical conditions of schools and kindergartens in Dajç Commune. 2. Elaboration of a complete technical report where to identify all objects or areas that need intervention.
<i>a. Creating projects for financing in schools and kindergartens.</i>	1. Establishing project proposals addressed to different financial institutions for objects rehabilitation.
<i>b. Lobbying with the interest groups</i>	1. Organising of meetings with parents groups or associations of the Commune in order to identify alternative possibilities of investments in schools and kindergartens.
<i>a. Estimation of existing opportunities and potentials.</i>	1. Organizing and moderation of meetings between teachers and parents for improving teaching conditions and methods. 2. Preparing a working plan regarding this component in collaboration with teachers from all schools.

C5 - establishment and consolidation of a system of collecting and managing solid waste in the Commune

According to Directive No.6, dated 27.11.2007, issued by the Ministry of Environment, Forests and Water Administration, "On the approval of rules, content, and deadlines for the preparation of plans on the administration of solid waste" identifies the following schedules:

- In two years (2008-2009), the Ministry of Environment approves the National Plan on solid waste management
- Within 1 year after the approval of the National Plan, each Qark has to elaborate the Regional Plan on solid waste administration (2010),
- Within 1 year (2011) from the approval of the Regional Plans, all local government units should approve their waste management plans.

Since Dajç Commune does not currently provide the service of collecting and disposing waste, it will need to adopt a temporary scheme for offering this service. The wide territorial expansion of the commune and the large distance between its villages suggests that a unique service, covering simultaneously all villages, is relatively impossible from a financial viewpoint. However, the Strategic Development Plan suggests a differentiated waste collection scheme for each village. Through a secondary system, waste would be collected from the collection points of the villages and disposed in the collective dumpsite.

As to this collective dumpsite, Dajç Commune has determined a possible location situated in Gjymt Mountain, south of the commune. The establishment of such a site would require the following of specific legal procedures, the first of which is the environmental permission issued from the Ministry of Environment. Another strategy is the establishment of a combined system which would enable the disposal of urban waste in the technological landfill to be constructed in the territory of Bushat Municipality. In both these scenarios, the Strategic Development Plan foresees:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Preparation of preliminary referential materials on the possibility of service in the commune</i>	1. Preparation of a communal poll to highlight methods of processing urban garbage, their quantities, and inhabitants' perception about them 2. Feasibility study on the establishment and functioning of a garbage collection and disposal service in Dajç

<i>b. Evaluation and establishment of the landfill</i>	1. Elaboration of the evaluation of the environmental impact of garbage disposal at Gjymt Mountain. 2. Evaluation of necessary costs and tariffs to cover financially the service according to the scenario to dispose the garbage in the future Bushat regional landfill
<i>c. Start and end of contracting process for the service in the area</i>	1. Preparation of the ToR for contracting the service of garbage collection and disposal for the preliminary period until year 2011. 2. Opening and finalization of tendering procedures for the service
<i>d. Adoption of legal dispositions on garbage collection and disposal</i>	1. Elaboration of a Garbage Managing Plan for all Dajç Commune based on the National Plan and the Regional Plan on Garbage Collection for Shkodra area

C-6. Protection and enhancement of natural environment in the Commune

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Improvement of physical conditions of the green corridor of Buna River</i>	1. Establishment and clarification of boundaries of Buna River to be subject to natural protection and enhancement from the commune 2. Preparation of a technical intervention project to improve strands and cultivate trees there, by identifying the phases of intervention and relevant costs
<i>b. Cultivating trees on the main road corridors of the commune serving the improvement of commune's image</i>	1. Meetings with inhabitants, local community associations and local entrepreneurs for the possibility of planting trees and maintaining the road corridors 2. Preparation of a project- for financing the planting of trees along road corridors

3.4.5 Objective D – Good Governance

Main development objectives for this Strategy component:

1. increasing transparency on the part of the local authorities in the Commune
2. increasing participation of the general public and of the different interest groups in decision-making processes

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Start and consolidation of a public information process in the Dajç Commune</i>	1. Preparation of an Annual Report of Dajç Commune and the consolidation of this annual process in the administrative structure of the commune 2. Organizing twice a year meetings with the participation of local community representatives to discuss the issues and problems of the commune 3. Preparation and maintenance of informative board bulletins in each village of Dajç Commune
<i>b. The start and consolidation of a sustainable process of public information in Dajç Commune</i>	1. Trainings on the communal administration increase of capacities on the processes of participatory budgeting 2. Meetings with Shkodra Qark supporting the process of participatory budgeting with the participation of inhabitants in the Dajç Commune 3. Preparation and approval in the local council of the Dajç Commune of the annual programme (work plan) for the participatory budgeting

3.4.6 Objective F. – Mobilizing Financial Means and Increasing Local Income in Dajç Commune

Main objectives:

- Improvement of the information system on local taxes in the Commune
- Increasing local revenue from taxes and other potential resources of Dajç Commune

Dajç Commune can generate income from:

- **Own revenues**
 - o *taxes and tariffs on services and infrastructure*
 - o *small business taxes*
 - o *property tax (urban and agricultural land)*

Data on the financial situation of Dajç Commune are given in Chapter II, in the profile of the commune. Based on the agricultural land tax for Shkodra region, categorized as Zone 2 in the classification of land tax levels, income from agricultural land tax amounts to 6.4 million Lekë. This figure does not include the transformation of rural land into urban land as a result of the proposals set forth in the Strategic Development Plan. In this calculation, income from buildings tax should be added. In practice, this is hindered by the lack of a full inventory of buildings on the communal territory.

- **Central government grant**
 - o *unconditional grant (annual)*
 - o *conditional grants (depending on commune requests for different investments)*

- **Competitive grants from the Albanian Development Fund**

These grants are limited to 25,000 Euro/year and are intended to improve the road infrastructure of local units (secondary roads). ADF has approved certain criteria for project evaluation, which have to be taken into consideration from the local governmental units during the application process. Since October 2007, the ADF will assist the Monitoring Committee to select the winners for the competitive grants, the latter composed by representatives from the line Ministry, the Ministry of Finance, the Ministry of Interior and of representatives of local governments' associations.

- **Different loans from second level banks**

According to Law No. 9869, dated 04.02.2008 "on local borrowing" Dajç Commune can negotiate for long-term loans from different financial institutions depending on Communal capacities to generate income from own taxes or unconditional grants. The annual instalment (debt service) to be paid must not exceed 20% of the annual budget of the commune (unconditional grant + local taxes and tariffs).

- **Donations from different local or national associations, organizations and individuals**

Dajç Commune has a positive experience in this regard because one of the community based organisations, the "Alb Emigrant", has invested in paving the main commune road, from Pentar curve to the centre of the commune. This is a good possibility for the Commune, favoured by the great number of immigrants in Italy or America, who have expressed their willingness to invest in the territory of the commune.

In the case of competitive grants from the Ministries, ADF and financial institutions, success is based on the quality of the project-proposals that the local government presents to the respective institution. In each case, the Commune has the responsibility to prepare the necessary institutional and technical framework (databases, project-proposal, etc) which account for the need of the actual investment.

To increase income and internal financial resources of Dajç Commune, the Strategic Development Plan suggests:

	<i>Expected Results</i>	<i>Tangible interventions proposed</i>
f1	<i>a. Improvement of the fiscal database in Dajç Commune</i>	1. Elaboration of a work plan and methodology to improve the financial database of Dajç Commune. 2. Full verification of buildings and land in the territory of the commune in order to establish properly the base of ownership tax. 3. Establishment of an updated financial base system of information to highlight types of local taxes, tariffs, their evolving through years and forecasts for the future.
	<i>a. Increase of income from local taxes (building and land taxes)</i>	1. Preparation of a socio-economic study including all commune territory to highlight the financial capabilities of inhabitants (commune) to pay ownership taxes and other local tariffs 2. Meeting with different village inhabitants to present the conclusions of the socio-economic study and to retrieve their comments and opinions on the ownership tax. 3. promotion of the joint project budgeting processes where tax-paying areas will have priority
f2	<i>b. Creation of the necessary base for the generation of new financing</i>	1. Evaluation study to establish the value of public properties on the possession of Dajç Commune which can be used as a guarantee for long-term loans 2. Financing and organization of trainings for the increase of capacities of the communal local staff on the preparation of concrete technical projects to apply at ADF or other investors and donors 3. Elaboration of a project-proposal to finance a genuine project on the preparation of technical project on interventions in infrastructure and services

A good opportunity for Dajç Commune can be the financing that can come through IPA (Instruments for Pre-Accession Assistance), a programme of the European Community to assist EU aspiring countries. IPA Programme has a time frame from 2007-2013 and its main aim is to increase efficiency and coherence of the funds given for assistance, as a function of a basic common framework for all aspiring countries.

Albania is one of the potential candidate countries for EU membership. IPA Programme consists of 5 basic components, which are:

1. support on the transition process and institutional strengthening
2. cross-border cooperation
3. regional development
4. human resource development
5. rural development

As can be noticed, all components of the programme are relevant in the development context of Dajç Commune. Thus, the Communal administration needs to precede these processes by increasing its capacities and information level on this programme and the opportunities it offers. The geographical location of Dajç Commune, its agricultural profile and also the regional context create good conditions for possible financing; something that needs to be explored further.



Chapter IV

Form and Methodology of Strategic Development Plan Implementation in Dajç Commune

4.1 Proposed Institutional and Legal Interventions

As mentioned in the first chapter of the document, The Strategic Development Plan of Dajç Commune is an integrated development plan and it is the responsibility of the local authorities to implement and monitor it. In the framework of implementing initiatives and activities proposed in Chapter III of this document, necessary institutional mechanisms which create the legal and technical space should be established and consolidated. More specifically, the following is proposed:

- The establishment of the **Strategic Development Plan implementation and monitoring group** in Dajç Commune, which will be composed by representatives of the communal administration, representatives of the local council and representatives of the citizens' group engaged in the process of preparing the plan. This group would be responsible for the coordination and monitoring of the proposed action plan, and it will guarantee continuity. The group will be led by the Head of the Commune and one representative of the citizens' group.
- The preparation of the series of studies, technical evaluations, etc. must be an attribute of a special structure such as the **Coordination and Development Office** of the Commune. In order not to artificially increase the existing administrative structure, this office will employ a full-time staff who will coordinate the work with members of other offices of the Commune administration.
- To promote the review of an institutional analysis in Dajç Commune in order to strengthen administrative responsibilities and capacities dealing with the engagements and tasks deriving from the Strategic Development Plan of the Commune.
- Start of the process of institutional cooperation with neighbouring Communes and Shkodra Qark to identify the possibilities for cooperation in interventions or different investments in improving services or infrastructure.
- The improvement of territorial, financial and infrastructure database in the Commune to anticipate a series of technical projects or feasibility studies necessary for the implementation of the Strategic Development Plan.
- The increase of capacities and the level of engagement of Dajç Commune staff, especially in the aspect of managing and monitoring the territory and physical infrastructures through continuous trainings or the improvement of the reporting and evaluation system.
- Institutionalization of the periodic reports of each office related to the implementation of the Strategic Development Plan sent to the Office of Coordination and Development and to the Group of Implementation and Monitoring of the Strategic Development Plan.

4.2 Action Plan for the implementation of the Strategic Development Plan

4.2.1 Action Plan 2009

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
A - Economic Development	A1-b1	Technical evaluation of the data and existing mapping base of the agricultural land in the commune	Urban Office	0 ALL
	A1-b2	Creation of the administrative structure necessary for improving the database on agricultural land (establishment of a responsible work group)	Urban Office, special experts	0 ALL
	A1-b3	Identification of tangible projects for generating necessary funds to establish and improve the database	Coordination and Development Office, Urban Office, special experts	50,000 ALL
	A1-d1	A full poll in all commune territory to identify issues and problems related with the establishment of agricultural and stockbreeding farms; which are the best ways for this	Coordination and Development Office, village chairman's	100,000 ALL
	A2-a1	Establishment of a working group, with the participation of local or regional specialists for the preparation of the development plan on agro tourism in the Commune.	Commune Chief, Coordination and Development Office, special experts	0 ALL
	A2-a2	Meeting with local farmers (agro culture cultivators and stockbreeders) or other local associations.	Agro tourism experts, Coordination and Development Office	100,000 ALL
	A3-a1	Assisting the creation of local farmers association regarding cultivation of decorative seed-plants.	Commune Chief, Jurist Consult, farmers representatives	20,000 ALL
	A4-a1	Survey of small existing businesses in order to identify their needs and possibilities for the development of the decorative seed- plants business in Dajç Commune.	Coordination and Development Office, agro business experts, high-school students etc.	200,000 ALL
B- Land Management	B-a1-a1	Placement of informing tables in the Commune center and In the administrate office where to identify urban and rural land use.	Urban Office	100,000 ALL
	B-a1-a2	Establishing urban and rural land borders with the participation of inhabitants and local Commune administration	Urban Office, technician, surveyor, etc.	300,000 ALL
	B-a2-a1	Organizing meetings with inhabitants of every Commune village, where to identify the proposed boundary between urban and rural land and also other criteria's of the Development Plan.	Commune Chief, Coordination and Development Office, technician, etc.	0 ALL
	B-a2-b1	Organizing of periodical meetings with Shkodër Qark regarding the opportunity of forced control over land use in Dajç Commune villages.	Commune Chief, Coordination and Development Office, Legal Office, etc.	0 ALL
	B-b1-a1	Creating a working Plan and define responsibilities of actors in the Commune administration, on public informing, fragmentation and urban territorial development	Coordination and Development Office, Urban Office, Commune Chief etc.	0 ALL
	B-b1-a2	Organizing informative meetings with Commune village inhabitants regarding established criteria's in the Development Strategy and the preparation of the General Regulatory Plans.	Coordination and Development Office, Urban Office	50,000 ALL
	B-b1-a3	Preparing of graphical informative materials on proposed urban areas in the Development Strategy (posters, maps, etc) and their advertisement in the Commune center, on main streets, etc.	Urban Office	100,000 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
B- Land Management	B-b2-a1	Consolidation of Urban Office in the Commune through improving working conditions, maps data base, and also technical needed logistics.	Commune Chief, Urban Office, experts, technician etc.	100,000 ALL
C- Infrastructures and Services	C1-b1	Picketing axis and contours of main proposed roads of the Commune.	Urban Office, experts, surveyor etc.	500,000 ALL
	C1-b2	Placing informative tables in the Commune entry and along the main roads in order to inform inhabitants with the proposed road contours.	Office e Urban, experts, technicians	100,000 ALL
	C2-a1	Estimation of existing water supply network situation of the Commune and preparing the respective documents.	Office e Urban, experts, technicians	300,000 ALL
	C2-c1	Discussion of existing water supply network property issue in the meetings with Shkodër Qark.	Commune Chief, Urban Office	0 ALL
	C2-e1	Organizing meetings with REC in Shkodër in order to make possible organizing of workshops with Commune inhabitants for the establishment of technological sewage's holes.	Coordination and Development Office, Commune Chief, etc.	0 ALL
	C3-1-a1	Enabling a complete technical estimation regarding existing situation of schools and kindergartens in the Commune villages.	Office Urban, technical experts, schools representatives etc.	50,000 ALL
	C3-3-a1	Organizing and moderation of meetings between teachers and parents groups regarding the possibility of improving teaching methods in the Commune schools.	Service Office, Coordination and Development Office, experts, teachers etc	50,000 ALL
	C4-a1	Preparing a survey in the Commune where to identify ways of urban waste treatment, the amount produced and inhabitants' perception about this issue.	Special experts, Urban Office etc.	50,000 ALL
	C4-c1	Preparing the Terms of Reference for the contracting of urban waste collection and deposit service until per year 2011.	Special experts, Coordination and Development Office, Commune Chief, etc.	50,000 ALL
	C4-c2	Opening and finalizing the above mentioned process.	Commune Chief, Finance Office, Service Office etc	0 ALL
	C5-a1	Defining and clarifying the Buna River proposed contour corridor in the Strategy, which will be a subject of protection and environmental improvement from the Commune.	Urban Office, experts, surveyors etc.	100,000 ALL
D- Good Governance	D1-a1	Preparing the Annual Report of Dajç Commune and consolidation of this annual process in the administrative structure of the Commune.	Coordination and Development Office, Finance Office, Service Office etc.	50,000 ALL
	D1-a2	Organizing meetings with the local community participation, where to discuss Commune problems.	Commune Chief, Coordination and Development Office, etc.	0 ALL
	D2-b1	Organizing trainings for the Commune administration staff capacity building regarding participatory budgeting processes.	Coordination and Development Office, Finance Office, expert etc.	100,000 ALL
	D2-b2	Organizing meetings with Shkodër Qark in support of participatory budgeting process in Dajç Commune.	Commune Chief, Office e Coordination Development, Office e Finances etc.	0 ALL
f- financial Sources	F1-a1	Preparing a Working Plan and methodology in order to improve financial data base of Dajç Commune.	Commune Chief, Coordination and Development Office, Finance Office	0 ALL
		Analysis and estimation of the annual work on the Development Strategy implementation in the Commune and foreseeing of changes if needed.	Commune Chief, Dajç Commune administration, etc.	0 ALL

4.2.2 Action Plan 2010

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
A – Economic Development	A1-a1	Preparation of an evaluation study of the agricultural and stockbreeding productive capacities in the Commune.	Coordination and Development Office, agricultural and farming expert etc.	200,000 ALL
	A1-b3	Designing concrete projects in order to generate the needed funds to create and improve the data base on agricultural land.	Coordination and Development Office, Urban Office, special expert	100,000 ALL
	A1-c1	Drawing a technical assessment of the existing situation of irrigative and drainage systems in the Commune territory and assigning the needed improving interventions.	Urban Office, technical expert etc.	200,000 ALL
	A1-c3	Organizing periodical meetings with Drainage Board regarding the possibility of interventions in irrigative and drainage systems in the Commune territory.	Commune chief, Coordination and Development Office, Urban Office etc.	0 ALL
	A1-d2	Preparing a study or business plan for the possibility of creating agricultural farms in Dajç Commune villages.	Coordination and Development Office, agriculture expert, Urban Office	100,000 ALL
	A2-a3	Preparing a survey in the Dajç Commune that seeks opportunities for development agro tourism sector in the Commune territory.	Coordination and Development Office, high-school students, expert etc.	300,000 ALL
	A2-a4	Finalizing and publishing plan activities for the development of agro tourism sector in Dajç Commune (including the agro tourism profile of the Commune)	Commune Chief, Coordination and Development Office, Urban Office, expert etc.	100,000 ALL
	A2-b1	Creation the data base regarding the possibilities of financing at local level and also at regional and national level, in the development of the agro tourism sector.	Finance Office, Urban Office, expert etc.	100,000 ALL
	A3-a2	Preparing a technical detailed study that identifies the needs and possibilities of decorative plants development in the Dajç Commune.	Agriculture Expert, Finance Office etc.	200,000 ALL
	A3-a4	Preparing project proposals in collaboration with farmers that cultivate decorative plants association, regarding project proposals and increasing financing of this sector.	Coordination and Development Office, local farmers association, expert etc.	100,000 ALL
	A4-a2	Preparing an estimation of regarding the situation and possibilities of small business development.	Finance Office , Service Office, business expert	200,000 ALL
B– Land Management	B-a1-a3	Establishment and consolidation of maps data base for every Commune village where to identify the boundaries, existing objects and allowed developments in these territories.	Urban Office, expert, etc.	100,000 ALL
	B-a2-b1	Organizing periodical meetings with Shkodër Qark regarding forcing control over land use of Dajç Commune.	Commune Chief, Coordination and Development Office, Legal Office, etc.	0 ALL
	B-a2-b2	Identifying a common work plan with Shkodër Qarku regarding support and coordination of control over urban and rural land use in the Commune.	Commune Chief, Office e Urban, Office e Coordination Development, etc.	0 ALL
	B-a2-c1	Estimation and identifying of for physical and social infrastructure needs in the proposed urban growth area of Dajç Commune.	Office e Urban, urban and infrastructure expert etc.	100,000 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
B– Land Management	B-a2-c2	Preparing different project proposals for financing regarding improving physical and social infrastructure in the proposed urban growth area of Dajç Commune.	Office Urban, Office e Finances, expert e etc.	100,000 ALL
	B-a3-a1	Preparing a detailed technical study which identifies damaged or risky areas in the Commune territory of the Dajç Commune and needed measures for physical improvement of their conditions.	Office e Urban, Office e Coordination Development, environment expert, engineers etc.	200,000 ALL
	B-a3-a2	Organizing of meetings with inhabitants of the damaged and risky areas in order to find means and possibilities for needed intervention and financing to improve the existing situation.	Office e Coordination Development, Office e Urban, environment expert etc	50,000 ALL
	B-a3-a3	Identifying on terrain the boundaries damaged areas that need rehabilitation and placing informative tables.	Office e Urban, environment expert, etc.	100,000 ALL
	B-b1-a2	Organizing informative with Commune inhabitants and establish proposed criteria's in the Strategic Development Plan and in the Urban Regulatory Plans.	Office e Urban, Coordination and Development Office, Commune Chief , etc	50,000 ALL
	B-b1-a3	Preparing maps, posters, tables for the proposed urban areas in the Development Strategy and their publishing in the Commune center, on main roads, etc.	Urban Office, surveyors	100,000 ALL
	B-b2-a1	Consolidation of the Urban Office in the Commune administration through improving conditions, maps data base and technical logistics.	Commune Chief, Urban Office, technical expert, etc	100,000 ALL
	B-b2-a2	Organizing and financing trainings on capacity building of the Urban office in the Commune administration regarding territorial data base elaboration and building permissions.	Office e Coordination Development, Office e Urban, expert te urban	200,000 ALL
	B-b2-a3	Identifying a periodical control over priority areas of development and urban densification in the Commune.	Commune Chief, Urban Office,	0 ALL
	B-b3-a1	Preparing a work plan (needed steps) to elaborate Villages Urban Regulatory Plans in accordance with the urban areas and boundaries proposed in the maps of the Strategic Development Plan.	Commune Chief, Urban Office, Coordination and Development Office, etc	0 ALL
	B-b3-a2	Preparing the needed data base for the villages Urban Regulatory Plans in the Commune.	Urban Office, urban experts etc	100,000 ALL
C- Infrastructures and Services	C1-a1	Preparing the Terms of Reference, for the physical transformation of the Commune roads according to the proposals.	Urban Office, urban expert	300,000 ALL
	C1-b1	Picketing on terrain of the proposed main road contours.	Urban Office, expert surveyors etc	500,000 ALL
	C1-b2	Placing informative tables in the Commune center and along the main roads in order to inform inhabitants of the new roads contours.	Office e Urban, technical expert	100,000 ALL
	C2-a2	Preparing a complete technical inventory of the existing water supply system in the Commune villages.	Urban Office, technical experts	200,000 ALL
	C2-a3	Preparing and updating existing maps of the water supply system in four villages Pentar, Samrish i ri, Suka Dajç and Dajç i ri.	Urban Office, technical experts	300,000 ALL
	C2-c1	Discussing the ownership issue of the water supply systems in the meetings with Shkodër Qark.	Commune Chief, Services Office, Finance Office etc	0 ALL
	C2-d1	Preparing a study for the possibility of setting up a sewage treatment system in the Commune.	Office e Urban, environmental experts, etc	300,000 ALL
	C2-d2	Preparing the Terms of Reference for the sewage system project in the Commune villages.	Urban Office, expert, engineers, etc	200,000 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
C- Infrastructures and Services	C2-e1	Organizing meetings with REC in Shkodër in order to create opportunities of organizing seminars with Commune inhabitants and make them aware of the advantages that technological sewage holes have.	Coordination and Development Office, Commune Chief etc	0 ALL
	C2-e2	Preparing a specific study regarding the possibility of placing common technological sewage holes for different inhabited urban blocks of the Commune villages.	Environment experts, engineers, Urban Office etc	100,000 ALL
	C3-1-a2	Elaborating a technical project where to identify all objects schools or kindergartens that need rehabilitation.	Urban Office, expert, engineers, etc	100,000 ALL
	C3-2-a1	Elaborating project proposals addressed to different financial institutions for the rehabilitation of schools or kindergartens.	Urban Office, Coordination and Development Office, expert etc	100,000 ALL
	C3-2-b1	Organizing meetings with parents groups or different associations in order to identify alternative possibilities for investments in schools and kindergartens.	Coordination and Development Office, teachers, school directors, parents etc	0 ALL
	C3-3-a1	Organizing and moderation of meetings between parents and teachers groups in order to improve teaching quality and methods.	Coordination and Development Office, Services Office, expert, teachers etc	50,000 ALL
	C3-3-a2	Preparing a working plan in collaboration with teachers groups from all schools in order to improve teaching quality and methods.	Coordination and Development Office, Commune Chief teachers, schools directors, etc	0 ALL
	C4-a2	Preparing a feasibility study regarding establishment and functioning of urban garbage collection and deposit service in the Dajç Commune.	Environment experts, engineers, Coordination and Development Office, etc	200,000 ALL
	C4-b1	Preparing the environmental effect assessment of the temporary urban garbage deposit area in Gjymti Mountain.	Environment experts, engineers, Coordination and Development Office, etc	200,000 ALL
	C5-a2	Preparing a detailed technical study for the improvement of Buna River shores and their greenness while identifying intervention phases and their respective cost.	Urban Office, environment engineers, etc	100,000 ALL
	C5-b1	Organizing meetings with inhabitants, local associations and undertakers for the possibilities of greening and maintaining Buna River corridor and shores.	Coordination and Development Office, Commune Chief, environment expert etc	50,000 ALL
D- Good Governance	D1-a1	Preparing the Dajç Commune Annual Report and consolidation of this annual process in the administrative structure of the Commune.	Coordination and Development Office, Office Finance, Services Office etc	50,000 ALL
	D1-a2	Organizing meeting with the local community participation every six months where to discuss the most important issues and problems of the Commune.	Commune Chief, Coordination and Development Office, etc	0 ALL
	D1-a3	Preparing and maintaining informative stands in every village of Dajç Commune villages.	Urban Office, Coordination and Development Office, engineers etc	100,000 ALL
	D2-b3	Preparing and approving at the Local Council of Dajç Commune the annual work plan of participatory budgeting.	Commune Chief, Finance Office, etc	0 ALL
f- financial Sources	F1-a2	Verification of the complete number of objects and their respective surfaces in the Commune territories in order to properly define the property.	Urban Office, engineers surveyors etc	200,000 ALL
	F2-a1	Elaboration of a socio-economic study in the whole territory where to identify inhabitants' financial possibilities to pay the taxes and Commune fiscal policies (property taxes other local taxes).	Finance Office, special experts, Coordination and Development Office, etc	100,000 ALL
	F2-a2	Organizing of meetings with villages inhabitants where to publish the results of the socio-economic study and take their comments and opinions.	Commune Chief, Coordination and Development Office, etc	0 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
f- financial Sources	F2-b1	Elaboration of an estimation study where to define public properties value, property of the Dajç Commune, which can be used as a bail for long-term loans.	Finance Office, experts	100,000 ALL
		Analysis and estimation of the annual work regarding the Strategic Strategy implementation and making changes if needed.	Commune Chief, Dajç Commune administration, etc	0 ALL

4.2.3 Action Plan 2011

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
A - Economic Development	A1-a2	Preparing promotion materials regarding production capacities of the Dajç Commune and its publishing.	Coordination and Development Office, publishing specialists etc	100,000 ALL
	A1-c2	Preparing concrete projects regarding the rehabilitation and improvement of drainage and irrigation system of the agricultural land in the Commune.	Urban Office, Finance Office, technical experts etc	300,000 ALL
	A1-c3	Organizing periodical meetings with the Drainage Board according to the possibilities of intervention in the drainage system in the area.	Commune Chief, Coordination and Development Office, Urban Office, etc	0 ALL
	A1-d3	Organizing a periodical forum with farmers in the Commune to get their opinions on farm creating opportunities and problems.	Coordination and Development Office, Commune Chief, agriculture specialists	50,000 ALL
	A3-a3	Organizing periodical fairs where to advertise agro cultural products.	Farmers association, Coordination and Development Office, etc	200,000 ALL
	A3-a4	Preparing in collaboration with the new farmers association that cultivate decorative plants, projects in order to increase financing in this sector.	Coordination and Development Office, Local farmers association, expert etc	100,000 ALL
	A4-a3	Elaboration of an intervention list in services and infrastructures in the Commune based on small business support.	Services Office, Finance Office, Urban Office, representatives of small businesses, etc	100,000 ALL
B – Land Management	B-a1-a3	Establishment and consolidation of the maps data base for every Commune village, where to identify boundaries, existing objects, boundaries and allowed developments.	Urban Office, experts, surveyors, etc	100,000 ALL
	B-a2-c2	Preparing different projects for financing according to physical and social infrastructure improvement in the area.	Urban Office, Finance Office, experts etc	100,000 ALL
	B-a3-a2	Organizing some meetings with local inhabitants of the risked and damaged areas and finding financial possibilities for improving the exiting situation.	Coordination and Development Office, Urban Office, environment experts etc	50,000 ALL
	B-b3-a3	Preparing the Terms of Reference for the Villages Urban Regulatory Plans according to the territorial development addressed in the Strategic Development of the Commune.	Urban Office, expert etc	100,000 ALL
	B-b3-a4	Analyzing and identifying investments means in order to design the Villages Urban Regulatory Plans (working plan)	Commune Chief, Urban Office, Finance Office etc	0 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
C- Infrastructures and Services	C1-a2	Preparing a project proposal for different donors in order to finance the technical projects of the Commune roads.	Urban Office, Services Office, expert etc	0 ALL
	C1-b1	Picketing on terrain the proposed main road axis and contours in the Dajç Commune.	Urban Office, expert, surveyors etc	200,000 ALL
	C2-b1	Preparing the Terms of Reference for the water supply projects for every Commune village in the Dajç Commune.	Urban Office, expert, engineers, etc	300,000 ALL
	C2-b2	Preparing project proposals for different possible donors to finance designing the water supply system project in the Dajç Commune.	Coordination and Development Office, Office Finance, Urban Office, etc	0 ALL
	C2-b3	Organizing some meetings with Shkodër Qarku and with possible donors in the Shkodër Region regarding the possibility to finance designing the water supply and sewage system project in the Dajç Commune.	Commune Chief, Coordination and Development Office, engineers, etc	0 ALL
	C2-d2	Preparing the Terms of Reference for the sewage supply projects for every Commune village in the Dajç Commune.	Office e Urban, expert, engineers, etc	200,000 ALL
	C2-e3	Preparing a project proposal for different donors in order to finance the technological common septic pits of the Commune inhabited blocks.	Urban Office, Office Coordination and Development, engineers, etc	100,000 ALL
	C3-2-a1	Preparing a project proposal for different donors or institutions in order to finance the rehabilitation of schools.	Urban Office, Coordination and Development Office, expert etc	100,000 ALL
	C3-2-b1	Organizing meetings with parents or associations in order to identify the alternative possibility to invest in schools and kindergartens.	Coordination and Development Office, teachers, school directors, parents etc	0 ALL
	C4-b2	Evaluation of the needed tariff for covering the costs of urban garbage collection and deposit service according to the Bushat regional landfill.	Finance Office, Services Office, environment experts, engineers etc	100,000 ALL
	C5-a2	Preparing a technical project proposal for the intervention on the Buna River shores and its greening, identifying the intervention phases and respective costs.	Urban Office, environment experts, engineers, etc	100,000 ALL
	C5-b1	Organizing meeting with local inhabitants, associations and undertakers regarding the possibility to maintain the road corridors in the Commune.	Coordination and Development Office, Commune Chief, environment experts etc	50,000 ALL
	C5-b2	Preparing a possible project proposal on donors to finance greening of the roads corridors.	Urban Office, Coordination and Development Office, Finance Office etc	0 ALL
D- Good Governance	D1-a1	Preparing the Annual Report of the Dajç Commune and consolidation of this annual process in the administrative structure of the Commune.	Coordination and Development Office, Finance Office, Services Office etc	50,000 ALL
	D1-a2	Organizing meeting every six months with the participation of the local community representatives where to discuss the Commune problems.	Commune Chief, Coordination and Development Office, etc	0 ALL
	D1-a3	Preparing and maintenance of informative stands in every village of the Dajç Commune.	Urban Office, Office Coordination and Development, engineers etc	100,000 ALL
	D2-b3	Preparing and approving at the Local Council of Dajç Commune the annual work plan on participatory budgeting.	Commune Chief, Finance Office, etc	0 ALL
f- financial Sources	F1-a3	Creation of an updated informatics' data base where the Commune can identify the different local taxes, tariffs and their future predictions.	Finance Office, Urban Office, expert etc	200,000 ALL
	F2-a3	Promoting projects budgeting in the areas that will pay the property taxes.	Commune Chief, Finance Office, etc	0 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
f- financial Sources	F2-b2	Financing and organizing trainings for capacity building of the Commune staff administration in order to prepare concrete technical projects and apply on the Albanian Development Fund or in different donors or organizations.	Commune Chief, Coordination and Development Office, Finance Office, technical experts	200,000 ALL
	F2-b3	Preparing technical project proposals for infrastructure and service interventions.	Urban Office, experts etc	100,000 ALL
		Analysis and estimation of the annual work regarding the Strategic Strategy implementation and making changes if needed.	Commune Chief, Dajç Commune administration, etc	0 ALL

4.2.4 Action Plan 2012

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
A - Economic Development	A1-c3	Organizing periodical meetings with the Drainage Board according to the possibilities of intervention in the drainage system in the area.	Commune Chief, Coordination and Development Office, Urban Office etc	0 ALL
	A1-d3	Organizing a periodical forum with farmers in the Commune to get their opinions on farm creating opportunities and problems.	Office Coordination and Development, Commune Chief, agriculture experts	50,000 ALL
	A2-b2	Preparing a project proposals packet addressed to different donors in the Dajç Commune seeking opportunities for agro tourism sector development in the Dajç Commune territory.	Coordination and Development Office, tourism expert, etc	100,000 ALL
	A3-a3	Organizing periodical fairs where to advertise agro cultural products.	Farmers association, Coordination and Development Office, etc	200,000 ALL
B – Land Management	B-a1-a3	Establishment and consolidation of the maps data base for every Commune village, where to identify boundaries, existing objects, boundaries and allowed developments.	Urban Office, expert surveyors, etc	100,000 ALL
C- Infrastructures and Services	C2-b2	Preparing project proposals for different possible donors to finance designing the water supply system project in the Dajç Commune.	Coordination and Development Office, Finance Office, Urban Office, etc	0 ALL
	C2-b3	Organizing some meetings with Shkodër Qarku and with possible donors in the Shkodër Region regarding the possibility to finance designing the water supply and sewage system project in the Dajç Commune.	Commune Chief, Coordination and Development Office, engineers, etc	0 ALL
	C2-e3	Preparing a project proposal for different donors in order to finance the technological common septic pits of the Commune inhabited blocks.	Urban Office, Coordination and Development Office, engineers, etc	100,000 ALL
	C4-d1	Preparing an Urban Garbage Management Plan for Dajç Commune based on the National and Regional Plan of the Shkodër area waste treatment.	Environment experts, Urban Office, etc	300,000 ALL
	C5-b2	Preparing a possible project proposal on donors to finance greening of the roads corridors.	Urban Office, Coordination and Development Office, Finance Office etc	0 ALL
D- Good Governance	D1-a1	Preparing the Annual Report of the Dajç Commune and consolidation of this annual process in the administrative structure of the Commune.	Coordination and Development Office, Finance Office, Services Office etc	50,000 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
D- Good Governance	D1-a2	Organizing meeting every six months with the participation of the local community representatives where to discuss the Commune problems.	Commune Chief, Office Coordination and Development, etc	0 ALL
	D1-a3	Preparing and maintenance of informative stands in every village of the Dajç Commune.	Office e Urban, Coordination and Development Office, engineers etc	100,000 ALL
	D2-b3	Preparing and approving at the Local Council of Dajç Commune the annual work plan on participatory budgeting.	Commune Chief, Finance Office, etc	0 ALL
f- financial Sources	F2-a3	Promoting projects budgeting in the areas that will pay the property taxes.	Finance Office, Commune Chief, expert etc	0 ALL
	F2-b3	Preparing technical project proposals for infrastructure and service interventions.	Urban Office, expert etc	100,000 ALL
		Analysis and estimation of the annual work regarding the Strategic Strategy implementation and making changes if needed.	Commune Chief, Dajç Commune administration, etc	0 ALL

4.2.5 Action Plan 2013

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
A – Economic Development	A1-d3	Organizing a periodical forum with farmers in the Commune to get their opinions on farm creating opportunities and problems.	Coordination and Development Office, Commune Chief, agricultural experts	50,000 ALL
	A3-a3	Organizing periodical fairs where to advertise agro cultural products.	Farmers association, Coordination and Development Office, etc.	200,000 ALL
B – Land Management		Estimation of the land management activities during the period 2009-2013 and identifying the means of changes to be taken into consideration.	Commune Chief, Urban Office, Dajç Commune administration, etc	0 ALL
C - Infrastructures and Services	C2-b3	Organizing some meetings with Shkodër Qarku and with possible donors in the Shkodër Region regarding the possibility to finance designing the water supply and sewage system project in the Dajç Commune.	Commune Chief, Office Coordination and Development, engineers, etc	0 ALL
		Estimation of the infrastructure and services activities regarding the Development Strategy during the period 2009-2013 and identifying the means of changes to be taken into consideration.	Commune Chief, Dajç Commune administration, etc	
D- Good Governance	D1-a1	Preparing the Annual Report of the Dajç Commune and consolidation of this annual process in the administrative structure of the Commune.	Coordination and Development Office, Finance Office, Service Office etc	50,000 ALL
	D1-a2	Organizing meetings every six months with the participation of the local community representatives where to discuss the Commune problems.	Commune Chief, Coordination and Development Office, etc	0 ALL
	D1-a3	Preparing and maintenance of informative stands in every village of the Dajç Commune.	Urban Office , Coordination and Development Office, engineers etc	100,000 ALL
	D2-b3	Preparing and approving at the Local Council of Dajç Commune the annual work plan on participatory budgeting.	Commune Chief, Finance Office, etc	0 ALL

Development Objectives	Code	Tangible interventions proposed	Responsible	Indicative Budget
f- financial Sources	F2-a3	Promoting projects budgeting in the areas that will pay the property taxes.	Finance Office, Commune Chief, experts etc	0 ALL
	F2-b3		Urban Office, experts etc	100,000 ALL
		Analysis and estimation of the annual work regarding the Strategic Strategy implementation and making changes if needed.	Commune Chief, Dajç Commune administration, etc	0 ALL

4.3 Monitoring Scheme and Indicators

The process of monitoring and evaluation of the Dajç Commune Strategic Development Plan is essential for a successful implementation and measuring of progress. The monitoring and evaluation process (MEP) is part of the participatory methodology and includes both the locally elected officials and the representatives of the local community, who have contributed since the initial phases of plan preparation.

MEP will be carried out annually in accordance with the annual analysis of the commune, with the process of planning and approving the annual budget, based in each case on proposals and concrete actions expressed in the Strategic Development Plan. At the same time, the plan would be monitored against the schedule, resources used, and realised respective budget.

The group on process implementation and monitoring, established within the administrative structure of Dajç Commune, will present the relevant reports to the chairman of the commune and the local council. At the same time, this group will be responsible for the information sharing activities with the representatives of the local community in each village. The local council of Dajç Commune, the body which gives the official approval of the Strategic Development Plan, according to special needs, reserves the right to ask for an external monitoring of the progress of the plan, by contracting local or foreign experts in order to strengthen accountability and increase transparency.

MEP creates the necessary space to measure the performance of the communal administration in relation to the execution of their legal functions, as well as the progress of their achievements against electoral promises.

In a more tangible way, the MEP on the Strategic Development Plan of Dajç Commune will include the following:

- Updated information and the main development trends in accordance with the profile of the Commune
- Continuous highlighting of the impact of the various initiatives and interventions
- Precise measuring of indicators for each activity
- Progress of objectives and target groups (to what extent are objectives achieved and how), etc.
- Further instructions as a function of possible changes, the timely control of indicators, the budget and responsible actors compared to the proposed plan for implementation.

Table 5. Proposed scheme of monitoring the Strategic Development of Dajç Commune

Topic	Schedule (periodic)	Responsible
Evaluation of 6-month activities according the Action Plan of SDP	January-February of each year	Work group for SDP implementation
Annual evaluation of implementation of SDP	July-August	Work group for SDP implementation

After the annual evaluation, the group for the implementation and monitoring of the plan must prepare a summary report which would be presented to the Local Council. The latter reserves the right to make a request for additional reporting if deemed necessary. The establishment of the abovementioned schedule is proposed due to the fact that the annual progress report of the plan must anticipate discussions on the approval of the next year's budget.

STRATEGIC DEVELOPMENT PLAN OF DAJÇ COMMUNE