MUNICIPALITY OF FUSHË-ARRËZ



STRATEGIC DEVELOPMENT PLAN OF FUSHË-ARRËZ MUNICIPALITY

MUNICIPALITY OF FUSHË-ARRËZ

STRATEGIC DEVELOPMENT PLAN OF FUSHË-ARRËZ MUNICIPALITY

Prepared by: FUSHË-ARRËZ MUNICIPALITY
Supported by: Intercooperation, Albania Decentralisation and Local Development Programme (dldp)
Co-PLAN, Institute for Habitat Development, Albania
Urbaplan, Switzerland

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

Fushë-Arrëz - 2008

Designed by: CREOstd

Pressing by: Botime AFROJDIT

inter cooperation
Natural Resource Management
Rural Economy
Local Governance and Civil Society

dldp
decentralisation and local development programme

Co-PLAN
INSTITUTE FOR HABITAT DEVELOPMENT
INSTITUTI PER ZHVILLIMIN E HABITATIT

Schweizerische Eidgenossenschaft
Confédération suisse
Condeferazione Svizzera
Confederaziun svizra

Swiss Cooperation Office Albania

Table of Contents

FOREWORD 5

ACKNOWLEDGMENT 7

INTRODUCTION 9

CHAPTER I

General Structure 13
1.1 What is a Strategic Development Plan and what does it represent? 13
1.2 The need for a Strategic Development Plan in Fushë-Arrëz 13
1.3 Principles of the Strategic Development Plan of Fushë-Arrëz Municipality 14
1.4 Strategic Development Plan Methodology 15
1.5 A participatory process with representatives of the "Group of Citizens" 15
1.6 The Structure of the Fushë-Arrëz Strategic Development Plan 16
1.7 Implementation of the Strategic Development Plan 17

CHAPTER II

Current Profile of Fushë-Arrëz Municipality 21
2.1 Regional Context 22
2.2 Demography and Population Trends 23
2.3 Economic Profile of Fushë-Arrëz Municipality 25
2.4 Municipal Finances 26
2.5 Public Services and Infrastructure 30
2.5.1 Water Supply and Sewage Systems 30
2.5.2 Road Infrastructure and Public Transport 32
2.5.3 Public Transportation 32
2.5.4 Solid Waste Management and Green Areas 32
2.5.5 Education and Culture 33
2.5.6 Public Health 34
2.5.7 Healthy Environment 34
2.5.8 Housing 35
2.5.9 Urban Development 35

CHAPTER III

The Proposed Future Development of Fushë-Arrëz Municipality 39
3.1 Development Vision of Fushë-Arrëz Municipality 39
3.2 Principles and Objectives of the Municipality of Fushë-Arrëz Strategic Plan 40
3.3 Citizens Priorities 41
3.4. Fushë-Arrëz Municipality's General Objectives of Development 42

3.5 Expected Results and Proposed Interventions 43
3.5.1 Objective A - Economic development 43
3.5.2 Objective B - Improvement of Territorial Management 44
3.5.3 Objective C - Qualitative Infrastructures and Public Services 50
3.5.4 Objective D - Good Local Governance 53
3.5.5 Objective F - Increasing Financial Resources 53

CHAPTER IV

The Implementation of the Proposed Strategic Development Plan of Fushë-Arrëz Municipality 59
4.1 Proposed Legal and Institutional Arrangements 59
4.2 Action Plan for the Implementation of the Strategic Development Plan 60
4.2.1 Action Plan 2008 60
4.2.2 Action Plan 2009 61
4.2.3 Action Plan 2010 62
4.2.4 Action Plan 2011 66
4.2.5 Action Plan 2012 68
4.2.6. Action Plan 2013 70
4.2.7 Action Plan 2014 73
4.3 Monitoring Scheme and Indicators 75

Foreword

In the late 1990s Albania was influenced by the political, economic and social changes that had a clear and sound effect also for Fushë-Arrëz Municipality concerning management of recent established system and authority.

Therefore the efficient management and execution of duties of local authorities emerged the call for developing new methodologies and processes in order to bring them closer to citizens' interests and needs.

Thus the Fushë-Arrëz Municipality supported by Intercooperation Albania located in Shkodra Region through financing of Swiss Governance and oriented by the professionalism and dedication of Co-PLAN, Institute of Habitat Development successfully completed the Strategic Development Plan in response to latest challenges of development.

The Strategic Development Plan is an important document for citizens, businesses and in particular for Local Council and municipal staff of Fushë-Arrëz.
This document will serve them as guideline related to priorities' identification, budget preparation and given support of local businesses as tools towards new challenges and developments in the area. In the same time current situation, opportunities of development as well as respective measures to be taken have carefully been through analysis as introduced in this document, so to further improve the socio-economic status and necessary infrastructures of Fushë-Arrëz Municipality.

The preparation of Strategic Development Plan of Fushë-Arrëz Municipality will act as the basic document and a start-up along the way of achieving sustainable development in the fields of economy, social life and environment for this area and broader more.

I take the occasion to express my gratitude for Citizens' Group, intellectuals, advisors and local staff of Fushë-Arrëz Municipality whom put their efforts for almost a year in preparation of this document. Their opinions and recommendations added values in identification of opportunities for area development. The close cooperation among each other and Co-PLAN experts provided for the first time a Strategic Development Plan in Fushë-Arrëz and this is only the first step to further evaluate and monitor the development of our zone throughout the years to come.

Yours Sincerely,

NDUE PALUCA
Mayor of Fushë-Arrëz Municipality

Acknowledgments

The document of Strategic Development Plan is a result of joint efforts and work among Fushë-Arrëz Municipality working group, Co-PLAN (Institute for Habitat Development) experts, Intercooperation Albania experts (established in the Northern Region of Albania, Shkodra, as well as Urbaplan (Switzerland).

Special thanks go to the Mayor of the Municipality of Fushë-Arrëz, Mr. Ndue Paluca, whose dedication and perseverance enabled the progress and comprehensive cooperation during the whole process of the Strategic Development Plan preparation. Sincere thanks go also to Citizens'Group of Fushë-Arrëz who offered a significant contribution to finalization of this strategic document with regard to development of this area through their active participation, their impressive engagement as well as their suggestions.

The joint working group expresses its special gratitude to ***Intercooperation Albania,*** which strongly supported the preparation of this material as well as dedicated their experience and expertise during the whole process.

Main participants in the process of Strategic Development Plan preparation:

Municipality of Fushë-Arrëz Working Group: Ndue Paluca, Mayor of the Fushë-Arrëz Municipality, Gjoke Nikolli, Deputy Mayor; Dritan Lika, Chief of the Finance Office in the Municipality; Flora Bardhoku; Tome Curri

Representatives of Citizens' Group of Fushë-Arrëz Municipality: Many thanks go for Hil Curri, Head of Local Council, Gjovalin Alia, Fran Hajdari, Dede Mema, Fadil Beqiri, Shpresa Mema, Valbona Gjini, Tonin Matia and many other citizens whom opinions and recommendations provided a great support to this process.

Co-PLAN Group: Enton Derraj, Darina Kokona, Dritan Shutina, Florian Ravoniku, Elona Saro, Indrit Faja, Dorina Nikolla, Rudina Toto.

Intercooperation Albania: Pascal Arnold, Valbona Karakaçi, Aljon Koçkiq



Introduction

The Strategic Development Plan of Fushë-Arrëz Municipality as introduced in this document comes in the framework of the **Decentralization and Local Development Programme (dldp)** in the Shkodra Region, Northern Albania.

The municipality of Fushë-Arrëz is one of the eight partner local governance units benefiting from this Program, along with the Municipalities of Shkodra, Vau i Dejës, Puka, Koplik, as well as the Communes of Velipoja, Dajç and Guri i Zi.

The goal of this Programme consists of enhancing good governance at local level with specific focus to improve the level of management and administration structures, through supporting decentralization processes, as well as encouraging sustainable development in the selected local units by coordinating urban development, environmental protection and promoting public participation in decision-making.

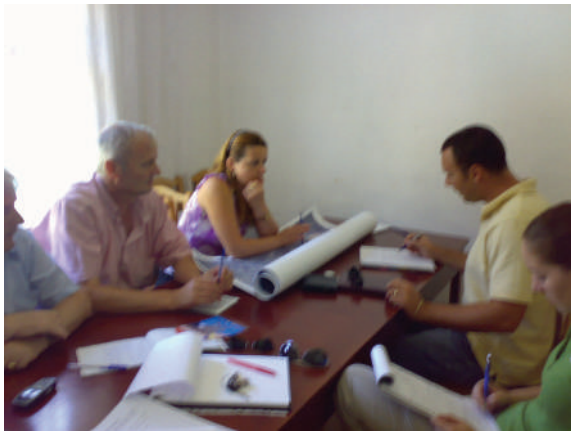
The drawing of Strategic Development Plan, through a transparent process with the participation of the local citizens, constitutes one of the main components of the Program. The aim of this process is to provide the respective local authorities with a basic strategic document, which identifies the key priorities of development for the local unit and also addresses economic development, physical and social infrastructure improvements, public services delivery, territorial planning and management, etc…

The Strategic Development Plan for the Municipality of Fushë-Arrëz has been drawn and adapted through an open process, with the participation of representatives from the main directorates in the Municipality of Fushë-Arrëz as well as the Group of Citizens, who have been involved in a series of debating seminars and open advisory processes.

This process included in particular staff members of municipality, local council, representatives of the various groups of interest (businessmen, emigrants, farmers, etc.), representatives of local or community based organizations in Fushë-Arrëz as well as other partners, who are carrying out their activity in the territory of this municipality.

The encouragement of the community participation was based on impartiality and non-discriminating forms regarding age, gender, race, ethnicity, religious belonging or political believes. Thus it served to ensure

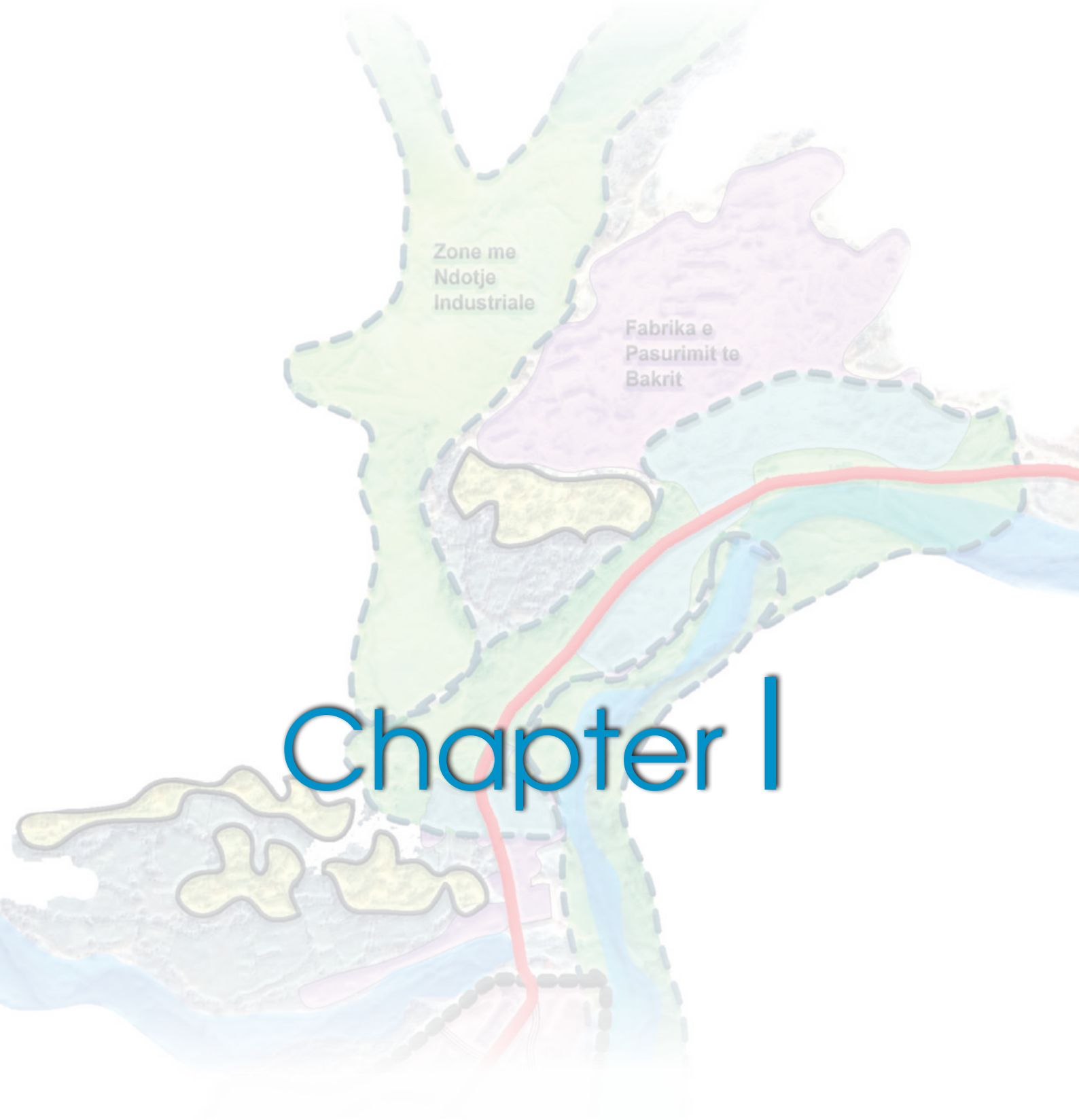




Moments from the Strategic Development Plan preparation process with the active participation of local citizens – Co-PLAN photo archive 2008

legitimacy and consensus among different parties regarding the SDP, approach of the community on decision-making, increased level of the Local Authorities' transparency during the execution of their administrative tasks as well the awareness level on the concerns and expectations that local community carries with, all addressed as important elements of good governance.

Lastly, and equally important, this document will serve as the main guide in defining the future actions and decision-making of local administration for Municipality of Fushë-Arrëz. Its approval by the Municipality Council also defines the legal responsibilities of the municipality staff in using this document as a strategic orientation during the budget preparation and approval at local level as well as during the identification and coordination with projects and studies of the various infrastructures or services.



Chapter I

GENERAL STRUCTURE

1.1 What is a Strategic Development Plan and what does it represent?

An Innovative Plan: For the first time since the foundation and consolidation of Fushë-Arrëz as a Municipality, the local staff produces its development strategy, thus marking an important moment that paves the way for an organized and planned approach to its future plans.

Participatory Process: The Strategic Development Plan, as an institutional mechanism, defines the agenda for the future development of the area, the policies and the actions necessary to be taken. In this framework, it is not just a product, but above all, a process which is based on the needs, priorities and potentials identified and discussed during the advisory process with the main local representatives.

A Visionary Plan: The planning practice in Albania has mainly consisted of Master plans, Urban Regulatory Plans or Strategic Development documents (e.g. strategies of development of a specific city or area). This Strategic Development Plan is a combination of the strategic (visionary) element with the territorial (physical) and administrative ones, thus a combination of objectives and interventions in all the fields and responsibilities of the Local Governance.

A Clear Scenario of Actions The Strategic Development Plan of Municipality of Fushë-Arrëz builds a framework of concrete initiatives and actions by establishing the activities and scheduling the responsibilities and terms at local level. In this way it shows the local priorities, measures the work of local staff, provides the resources necessary to ensure and further rationalize the funding according to a coherent framework, clarifies and decides the necessary investments, and what is most important, enables the realization of several expectations.

An instrument for Territorial Development: The Strategic Development Plan proposes different actions for the identification of land use modes as well as the regulatory framework, which represent the technical orientation regarding the transformation of infrastructures and models of land use in the future.

1.2 The need for a Strategic Development Plan in Fushë-Arrëz

The reason behind preparation of the Strategic Development Plan is to respond to the immediate need identified by the local authorities newly elected in this municipality regarding improvement of their performance during the management of the dynamic changes, both urban and rural, that have been accruing in the country since the '90s.

During the second half of 2006, the Municipality of Fushë-Arrëz, as part of the 8 Local Governance units, partners of the IC Albania, included in the DLDP, were subjected to a detailed technical evaluation process, which facilitated and clarified its main needs, requirements and priorities. As result of this detailed evaluation, it was evident, among others, the need for a strategic document for the local development.

The general legal framework for the preparation of the strategic development plan is The Law on Organization and Functioning of Local Governance, which highlights that since 2001 the Communes

and Municipalities are fully responsible for the performance of their functions including the local - economic development field; more specifically (i) the elaboration of the local - economic development programs and (ii) the organization of services supporting the local economic development such as information systems, organizational structure and related infrastructure.

Meanwhile, since the beginning of 2007, the Albanian government is adapting a new draft of the Law on Urban Planning. The existing law on Urban Planning No.8405, September 17th 1998, establishes that local authorities are responsible for the preparation and approval of urban plans for their respective territories[1], which are thereafter subject to final approval by the central governance. The new law on urban planning that is expected to be soon approved provides the main instruments of territorial management as well as the measures for the regularization of development, giving to the local authorities full competence of action for the preparation and approval of the development plans and respective directives on coordinative tools between the various local units. The Law on Urban Planning that was expected to be approved by the end of 2007 identified the need to adapt the Strategic Plans according to the new legal framework.

On the other hand, another important incentive that supports the need of Fushë-Arrëz Municipality to provide a SDP is conditioned also by initiatives, proposals and ideas articulated with regard to strategic development of Shkodra region. Thus the SDP should be able to analyze in a concrete way their impact in Fushë-Arrëz development and to create the appropriate conditions for collaboration and mutual benefits in the future.

1.3 Principles of the Strategic Development Plan of Fushë-Arrëz Municipality

The Strategic Plan of the Municipality of Fushë-Arrëz provides the following principles and objectives:

- **Strategic,** so that it identifies specific long-term action fields and concrete interventions which will address the immediate needs of the population and of the local groups of interest, combining them with the trends of development regarding the future of the municipality.

- **Simple and understandable,** thus the proposals are clear to the local level of decision-making and staff, local inhabitants, various groups of population and private enterprise. This way they facilitate their process of recognition and concrete translation throughout fields of activity in Fushë-Arrëz Municipality.

- **Adaptable,** in order to create necessary room for meeting unexpected situations, needs and developments of the Municipality in the future; in the same time subject to continuous upgrading by local authorities, with reference to the requirements as presented by groups of interest.

- **Realistic,** in the way that it is based on the real opportunities of Fushë-Arrëz Municipality, both at a financial and human resources perspective, still with consideration to interventions that might require resources beyond current capacities of the Municipality.

[1] Law No. 8405, date 17.09.1998 "*Urban Planning*" Law No. 8652, date 31.7.2000, "*Organization and Functioning of Local Governance*".

- **Transparent,** in order to be open and inclusive towards local community, businesses and pressure groups in Fushë-Arrëz Municipality by offering proposals that enable more accountability and credibility during implementation for local authorities.
- **Authentic,** a document conform all the other strategies and policies of development at both national and regional level.

1.4 Strategic Development Plan Methodology

The methodology identified for preparation of the SDP document was focused mainly on wide participation of key local actors. Consequently, since the beginning of the project, IC Albania and Co-PLAN engaged to define a drawing process that involved 4 stages. The outcomes of each stage were introduced for broader discussion to both local community and municipal staff.

Thus a working group within Fushë-Arrëz municipality was established as the Main Group holding the responsibility to work closely with the experts of Co-PLAN regarding organization of the whole participatory process. Through their commitment, data collection process and research were provided and local stakeholders' participation was facilitated.

1.5 A participatory process with representatives of the "Group of Citizens"

The Strategic Development Plan is designed as a civic contract between the local authorities and the citizens, thus it imposes the standard of drawing the document in close collaboration with the citizens as a key condition to guarantee further success during implementation. The municipality of Fushë-Arrëz identified and created a Group of Citizens made of 25-30 people who were actively involved respectively in all the 4 stages of document's preparation.

Participatory seminars

The collaboration with the Group of citizens of Fushë-Arrëz was institutionalized through the



Moments from the Strategic Development Plan preparation process with the active participation of local citizens – Co-PLAN photo archive 2008

organization of 4 seminars for of each stage of the document's preparation. Their goal was to encourage and facilitate exchanging of ideas and suggestions between the citizens, but in the same time addressing the diversity of Fushë-Arrëz community concerns and expectations. The seminars were designed as 1-day format and group dynamics methods were applied during them in order to increase the expected results.

Participants' diversity

The group of citizens was composed by representatives of all the local stakeholders such as:

- Representatives of the entire political spectrum
- Representatives of the various operating sectors, private and public
- Representatives of all the villages
- Men and women
- Youths and elders

The diversity of the participants aimed at providing a long-term guarantee as well as the successful implementation of the SDP proposed.

A key factor for the successful implementation of the Fushe Arrez SDP is considered the continuous involvement of the Municipality Council. Part of the Fushë-Arrëz Municipality Council was also involved in the participatory seminars during the SDP preparation. Moreover, the contacts with the Municipality Council were intensified by the periodical presentations of the project's progress during each stage.



1.6 The Structure of the Fushë-Arrëz Strategic Development Plan

The Strategic Development Plan is designed in a simple and comprehensive form and structure so to be addressed to the local staff of Fushë-Arrëz Municipality, Local Council, and citizens' advisory groups, all local actors operating in the area and especially to all foreign donors or investors.

The SDP document has been organized and divided in four chapters as briefly described below:

The First Chapter describes the context, the importance and the main concepts regarding the document preparation.

The Second Chapter is based on existing information and data gathering and introduces the current profile situation of Fushë-Arrëz Municipality from the territorial, urban, socio-economic, environmental etc. points of view, therefore identifying the potentials, challenges and development trends before and after the '90s.

The Third Chapter expands a general vision of the Municipality's development as well as defines the strategic objectives, further analyzing them at the level of concrete initiatives and interventions, focused on five main directions: economic development, territorial management, improvements of qualitative services and infrastructures, good governance and development of necessary financial resources for the Strategic Development Plan implementation.

The Fourth Chapter is dedicated to a more detailed analysis of the definitions made in the Third Chapter, for concrete yearly action plans to be followed and implemented by proposing respective legal and institutional mechanisms, as well as an monitoring & evaluation plan for each step taken.

1.7 Implementation of the Strategic Development Plan

The importance given to the Strategic Development Plan by the elected Local Authorities, the community or groups of interests represents a precondition and a fundamental step for the facilitation of an effective implementation.

Since early steps of preparation the participatory process methodology and local actors' commitment to follow step by step the process of SDP implementation in Fushë-Arrëz increases chances for efficiency and transparency during implementation process.

On the other side the local staff of Fushë-Arrëz Municipality is the main responsible actor interested in the implementation of this document.



This document comes at a crucial moment for the local authorities, including the legislative period of the local elections for 2007-2011 since the very first year of governance.

Though the strategic definitions and the vision of this plan are planned for a mid-term time frame (about 10-15 years), The Action Plan has been conceived for a shorter time frame, in accordance with the elections legislative periods (2008-2016) with possibility of further extension.

The Strategic Plan will be subject to a detailed review, taking into consideration the changes occurring in Fushë-Arrëz. As a result, the monitoring-evaluation process is a fundamental moment with regards to the SDP implementation progress, from the perspective of achieved objectives as well as of making available the resources in an effective way, aiming the continuous approach in time when the activities will be further extended.

Alike the preparation process, monitoring-evaluation involves the elected members and the representatives of the community of Fushë-Arrëz, who have contributed since the first stages of the SDP designing process.

The monitoring and evaluation process will take place every year, referring to the institutional annual




Moments from the Strategic Development Plan preparation process with the active participation of local citizens – Co-PLAN photo archive 2008

analysis as well as annual budget preparation process based on the concrete proposals given in the document.

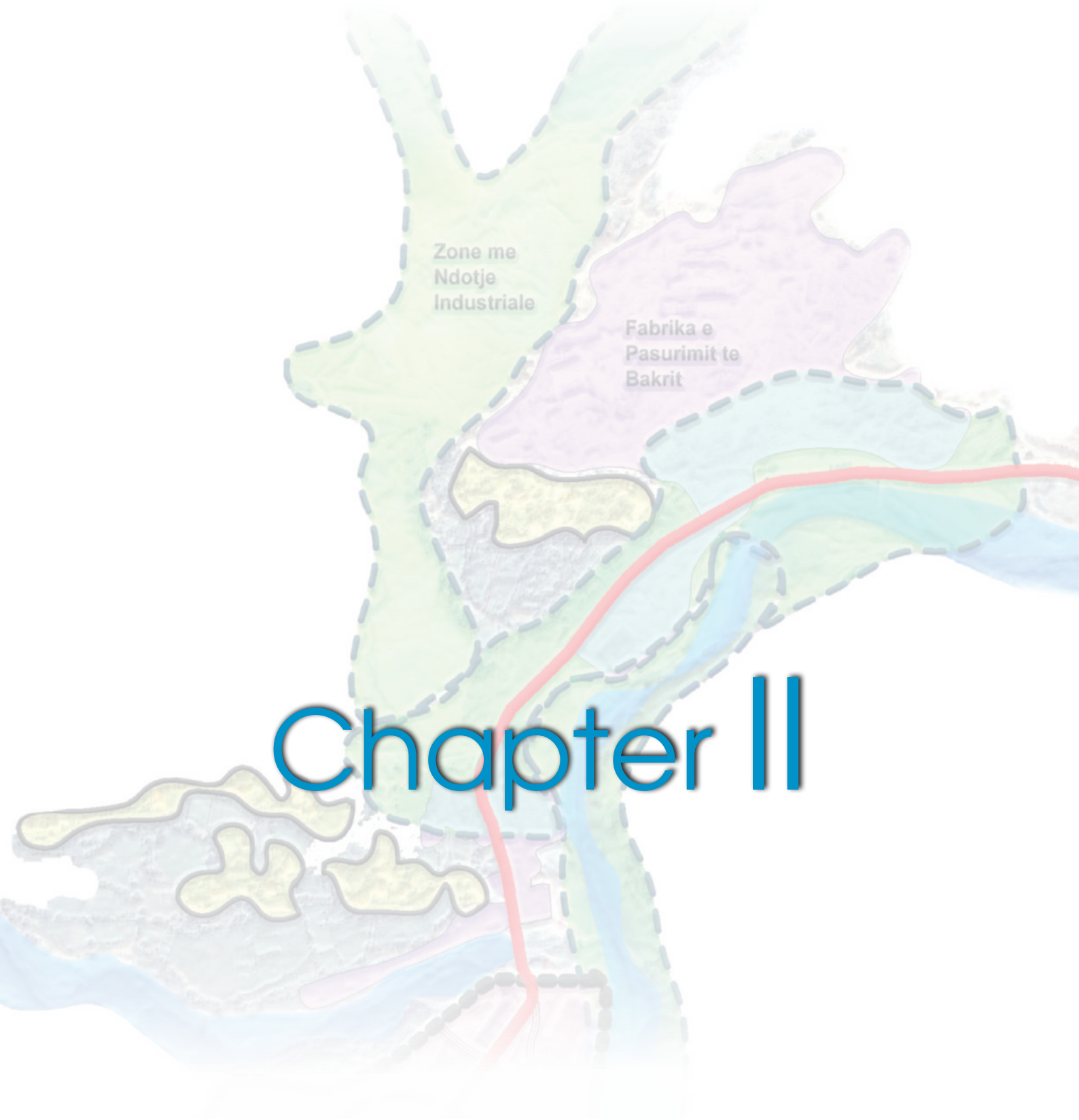
This process will be in accordance within established time frames, the resources made available and the respective budgets for each action proposed or realized.

The Local Council of Fushë-Arrëz, under specific circumstances, can propose, through a decision taken by them, an external monitoring of the SDP's progress by national or international experts, with the aim of strengthening local staff responsibility and increasing the transparency towards the dialogue with the citizens of Fushë-Arrëz Municipality.

The monitoring and evaluation process as a result will assist the Local Authorities of Fushe Arrez in measuring their performance regarding the execution of their functions as well as the progress of their election promises' achievement for the legislative period of governance.

The monitoring and evaluation report for the Fushë-Arrëz Municipality SDP will:

- Provide information as well as the main expectations of development in accordance with the Municipality of Fushë-Arrëz profile.
- Identify products and policies impact.
- Provide the progress of objectives achievement and of the target groups (how have they been achieved, how many have been achieved, how many groups, to what level they have been achieved, etc.)
- Serve as a guide for the Plan review during the time this review is subject to changes, to control the established indicators both in time and in the budget, compared to the action plan proposed for implementation.



Chapter II

Main Context and Development Trends in Fushë-Arrëz Municipality

Current Profile of Fushë-Arrëz Municipality

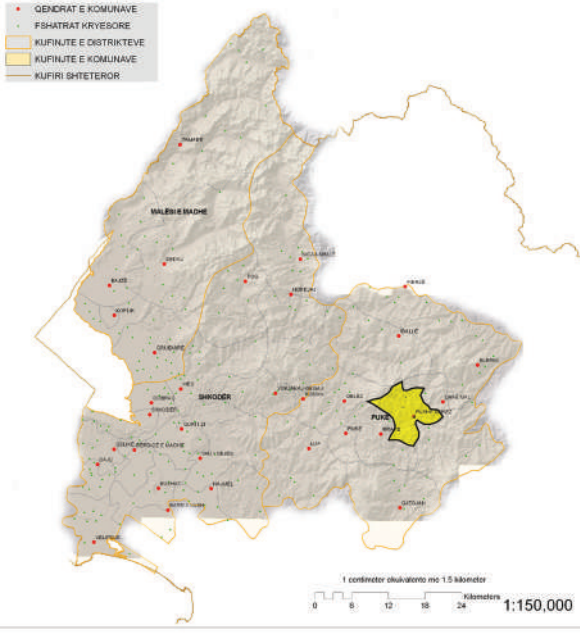
No.	Name	Value / characteristic
1	Administrative Status	Municipality
2	Location	Shkodra District
3	Total Surface Area	23.6 km²
4	Number of towns	1
5	Number of villages	2
6	Number of inhabitants	4, 800
7	Number of families	1175
8	Percentage of the labor force	42%
9	Annual Budget - 2008	28,439,000 Lekë
10	Expected Local Revenues - 2008	750,000- 800,000 Lekë
11	Number of Private Businesses	80
12	Unemployment Rate	30%
13	Number of public sector employees	135
14	Number of people employed in the private sector	No precise data
15	Emigration Rate	No precise data
16	Total road distance	15 km
17	Number of Public Enterprises	3
18	Number of Water-supply and sewage systems	1
19	Number of people employed in the Municipality	17
20	Number of preschool institutions	4
21	Number of primary schools	3
22	Number of high schools	1
23	Total number of students	1300
24	Number of health centers	3
25	Number of hospitals	0
26	Number of advisory centers	0
27	Number of centers for the elders	0
28	Main economic activities	Lumbering and wood elaboration
		Mineral mining
		Shops and trade centers
		Service providers
		Medicinal plants collection
29	Development documents and Strategies	Regional Development Strategy
		Waste Management Plan at local level
30	Main intervention needs in infrastructure	Improvement of the internal network of water-sewage system
		Construction of a deposit for sewage treatment
		Improvement of town public spaces
		Asphalting the town's ring road
		Systematization of inter village streets
		Rehabilitation of deserted buildings

2.1 Regional Context

Geographical Location and Natural Characteristics

Fushë-Arrëz is a small municipality with an approximate population of 4,800 inhabitants located in the northwestern part of the country along the national road Shkodër-Kukës-Prishtinë. The Municipality of Fushë-Arrëz is part of Puka District, while borders extent Kukës to the northeast and Puka to the southwest. Within the District, borders reach Commune of Qafë Mali to the north, Commune of Rrape to the south, Commune of Qafë Mali to the east and Commune of Qelëz to the west.
The Municipality of Fushë-Arrëz is sited on mountain areas covering a territory of 2,360 ha in total, out of which 2,274 ha are forests. Only a small part of its administrative territory of 18 ha is an urban area and consists in the town of Fushë-Arrëz, while the three villages (Fushë-Arrëz, Micoj and Lumëardhë) that determine the rural area cover 68 ha of fields.

The natural subterranean resources of Fushë-Arrëz are based on large mineral resources in use since long time as well as rich forestry assets that combined together with the fresh mountain climate characterize and determine Fushë-Arrëz development till present. These natural features and characteristic are also advantages to support possible future developments in the area.



Geographical location of the Municipality of Fushë-Arrëz

The town of Fushë-Arrëz was named after the village of Fushë-Arrëz during the '50s. This period was characterized by intensive industrial activities that started with production of timbering from the pine woods as well as the construction of the copper factory and the mines, which have been the main activities in the area, mostly present before '90 and less after the fall of communism.

Regional Development

The challenges of development occurred during 17-years of transition period have identified the need to reposition the role of Fushë-Arrëz, with the purpose of increasing the ability to integrate and adapt with regard to developments and trends introduced, meanwhile providing a better and quicker response to competitiveness in the regional context.

However, in the framework of future regional developments Fushë-Arrëz Municipality cannot be considered isolated from the nearby municipalities. In this purpose, decentralization process in the area followed by development trends of local economies towards regionalization are to be considered, thus orientation for common development components' among different local governance units should take place.

At the present, Fushë-Arrëz Municipality identifies the need to synchronize efforts of collaboration related to certain potential economic fields and activities aiming further development of common

advantages and properly addressing problems which go beyond respective administrative borders of Fushë-Arrëz.

Two main potential sectors of development are identified for Fushë-Arrëz which can be addressed beside similar efforts in Puka and Shkodra area. In this respect tourism development remains an important economic possibility in Fushë-Arrëz covering areas such as Krrabë, Munellë, Lakhith, etc… as well as the collection of medicinal herbs and derivative timber productions.

On the other hand mutual and coordinated actions are required in response to specific problems being present at district level such as lack of waste depositing according standards or preservation of forests and ecosystems in general, both having an impact in Fushë-Arrëz and Puka.

An important development at national or regional level is the construction of new road (highway) Durrës-Morinë. This interurban road is estimated to have a negative impact on Fushë-Arrëz in the future since it will reduce flow in the existing road, which provides generations of main activities of the municipality.

2.2 Demography and Population Trends

Current Situation

Fushë-Arrëz is a small town in terms of population; it has 4,800 inhabitants out of which more than 3,900 live in the town and the rest in villages of this municipality as shown in the below table.

The rapid demographic movements during the transition period after 1990s did not have significant impact in Fushë-Arrëz, while the Municipality reports figures of a stabilized population. However, for what concerns the population composition, the phenomenon of migration of population has been observed mostly regarding abandonment of city of Fushë-Arrëz towards more developed areas mainly located in lower geographic locations.

On the other hand, this negative tendency in Fushë-Arrëz has been relatively counterbalanced by a similar number of people who have migrated from the remote rural and mountain areas coming to live in Fushë-Arrëz.

Fushë-Arrëz: Distribution of Population (2007)

No.	Name	No. of Inhabitants	No. of Families
1	Fushë-Arrëz Town	3,907	921
2	Fushë-Arrëz Village	607	166
3	Micoj Village	89	28
4	Lumëardhë Village	216	60
	Total	**4,819**	**1,175**

Data Source: Municipality of Fushë-Arrëz

Nevertheless the risk for population declining in Fushë-Arrëz represents a challenging issue for municipality concerning demographic developments in the future, conditioned also by the tendency in growth of Fushë-Arrëz inhabitants to migrate toward other areas that offer more

opportunities and a better future. This is also considered as an indicator for low living standards as well as lack of safety for the future.

The demographic movement has affected especially human resources such as local specialists and intellectuals, but also the young people that do not come back in Fushë-Arrëz after finishing studies in Tirana.

Population Trends

During recent 15 years, Fushë-Arrëz demographic changes did not mark extensive figure though this period followed a negative drift to migrate to other cities in and outside the country, leading this way the declining of the local population.
At the present analysis foresee a slow but continues growth of population for Fushë-Arrëz following the argument that above mentioned tendency is decreasing and soon terminate as a result of decreased migration at country level.

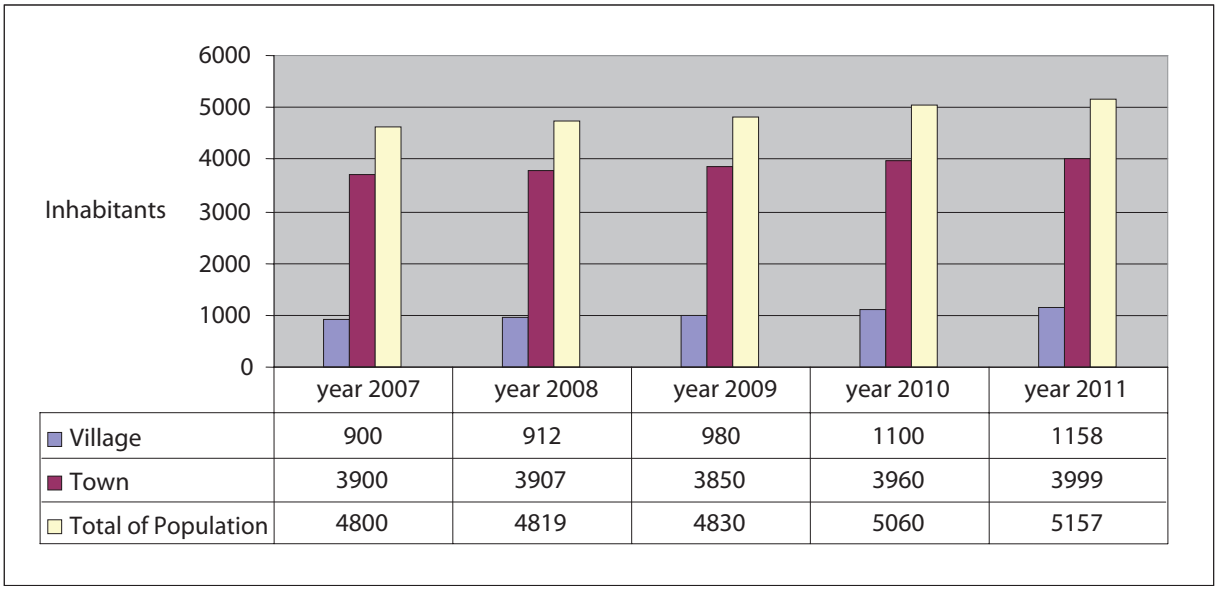
According to a population estimate foreseen for the mid-term period 2008-2011, (as shown in the table and chart below), indicates that by the end of 2011 Fushë-Arrëz will have a total of 5,157 of inhabitants. This represents an increase of 538 inhabitants compared to 2007 or of 11, 6%. The increase will be of an average of 2, 91 per cent per year and will occur equally both in the town and in the villages.

Estimation of demographic changes in Fushë-Arrëz (2008-2011)

Year	Nr. of Families			Nr. of Inhabitants		
	Town	Village	Total	Town	Village	Total
2008	970	265	1235	3907	912	4819
2009	978	270	1248	3850	980	4830
2010	983	275	1258	3960	1100	5060
2011	989	279	1268	3999	1158	5157

Source: Municipality of Fushë-Arrëz

The data of the above table is also reflected in the chart below:



2.3 Economic Profile of Fushë-Arrëz Municipality

Current Situation

During the transition period, Fushë-Arrëz dealt with a fragile and non-competitive economy due to the shortfall of main economic resources, which led to lack of interest and attraction for investments in the area and to the declining of population. Throughout almost half-century period of the communist regime, the town of Fushë-Arrëz was selected and developed as an industrial center, by means of wood processing industry and the cooper factory as two main economic activities in the framework of the centralized state economy.



The closing down of these traditional industries where most of the population was employed, due to inefficiency of management of the former type of regulation generated a difficult economic situation and unemployment growth in Fushë-Arrëz.

Unemployment is one of the harsh economic and social problems of the transition period in Fushë-Arrëz, because of lack of both private and public investments necessary for the incitement of the business development, in order to generate a sufficient number of jobs for the local population. The development of the business private sector in Fushë-Arrëz is low, not only for what concerns the number of businesses (in total 80) which are mainly small businesses and do generate low income rates.

The main sources for employment of inhabitants remain the copper factories, with a large number of employees, and a number of old and new shops for wood processing. It's important to mention that almost 26% of the families live out of social and economic aid.

General data on economic and financial situation

Nr.	Item	Estimation
1	Registered families	1,175
2	Families provided with economic aid (approx)	310
3	Families provided with waste collection and transportation service in Fushë-Arrëz town	100 %
4	Number of businesses	80
5	Number of institutions	14

Source: Municipality of Fushë-Arrëz

Economic Development Trends

The challenge of Fushë-Arrëz development is substantial considering the ratio between large natural resources and existing strategies that are or must be implemented in the future in order to utilize sources in best efficient way, as well as encountering difficulties that might provoked by demographically shrinking towns (demographic erosion).



View of the town inside areas

Economic potentials for Fushë-Arrëz Municipality consists of wood and mineral processing industries which represent the traditional industrial sector; while there is a good chance for development in new sectors such as the mountain tourism and medicinal herbs collection (a 100-year old tradition in Fushë-Arrëz). In addition, water resources of Fushë-Arrëz are very promising for a mineral water production establishment.

The reorientation of the economic development of Fushë-Arrëz also brings to attention the need for a careful balance between the strategic sectors that will be prioritized. This is related to efforts for an active mineral industry starting with reopening of copper factory and improvement of technology and operating conditions which considering the present might have a negative impact on encouragement of mountain tourism.

A fundamental phase for promotion of economical development in the area is investment and funding generation related to above-mentioned sectors. Accordingly the local authorities have a primary role on policy orientation as well as larger local revenues generation, which will be invested on road infrastructure improvements with regard to economic sectors such as the mountain tourism in specific and other services in general. A short-term development strategic plan must identify the potential areas for mountain tourism, the required infrastructures as well as the administrative steps to follow with so to finance and implement these infrastructures.

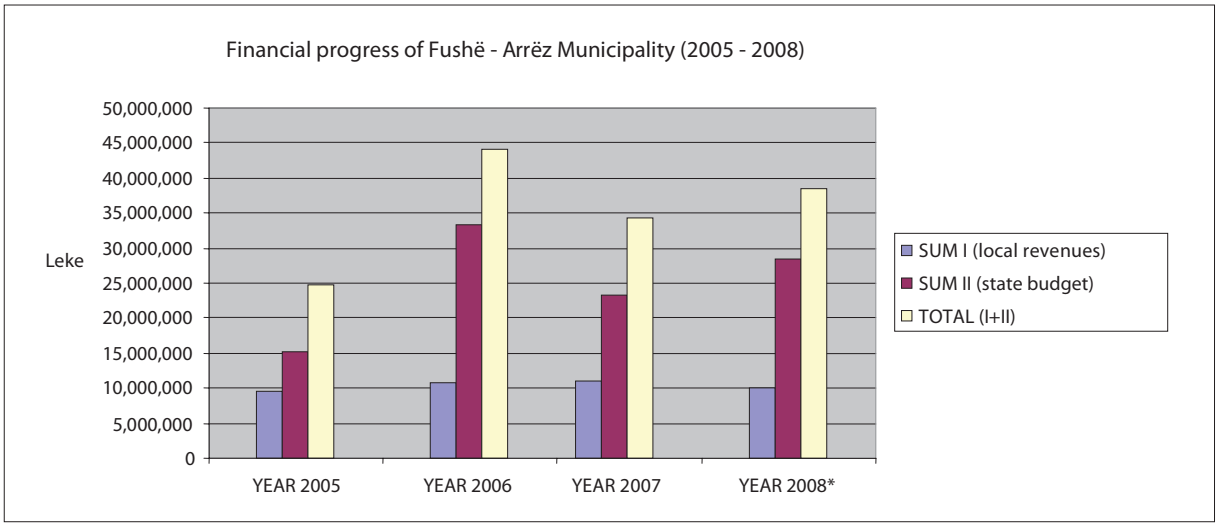
While labor force is present as a positive factor in Fushë-Arrëz, the encouragement of both existing and potential economic activities must also be in accordance to technical and intellectual capacities. As a consequence establishment of professional schools in the fields of tourism and wood processing is a must for employment of local people. These schools might serve also for other students in surroundings of Fushë-Arrëz.

2.4 Municipal Finances

During the first local government elections held in 1992, the administrative organization was based on municipal and communal division. Thus the responsibility on financial management is inherited from this system while local revenues collection and management defines a new experience for the local staff of Fushë-Arrëz Municipality.

Current situation

The financial status and progress of Fushë-Arrëz Municipality in the recent years is based on financial data provided by respective finance office in municipality. The 2005-2008 budget analysis has identified important structural problems that generate negative effects on execution of duties for the municipality as introduced in the following table:



Data source: Municipality of Fushë-Arrëz (2007)

- The overall budget amount, both local revenues and transferred grant from central governance is characterized by frequent ups-and-downs from year to year, which indicates the municipality finances instability;

- The continuous alternations create difficulties identifying a normal increase in budget flow compared to 2006, which is considered as the best year with major budget (except for inconsistence as data show in the following table), while in 2007 a decrease of total budget occurred and a setback to the previous rates, which are expected to be recovered during 2008. This underline the fact that budget increase is very difficult and slow;

- The contribution of budget transfers by central governance still represents the main source of the municipal budget, which compared to local revenues is significant; as a consequence, it determines and influences the total budget and observed tendencies. This component identifies and emphasizes financial reliance of the local governance in Fushë-Arrëz Municipality on central government grant, also is an indicator of fiscal decentralization scale in the country.

- On the other hand local revenues are almost constant during this period, reflected no increase in or improvement during last 3-years. Meantime compared to the transfers from the state budget and total budget amount their volume is much lower, thus drawing attention to imbalance among the components of budget structure. Further more it shows the limited capacity of Fushë-Arrëz Municipality to generate revenues from local resources. The tax collection rate is low and one of the reasons that impact this is insufficient coordination between the local authorities and the Tax General Directorate in this purpose.

A similar financial situation and problem is observed in general even in the other northern municipalities and communes as reflected in the following table for the 2006. Although regarding the per capita budget of the population for 2006, it is relatively smaller compared to Puka Municipality, which has a comparable number of population and the same location characteristics.

Budget allocation (2006, in /000 Lekë):

No	City	Total budget	Local Revenues	State transferred budget	Population	Budget per capita*
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-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**	7, 500	25,731[1]	4, 800	7, 493
7	Velipoja	**29,076**	9,000	14,768	8,327	3,492
8	Guri i Zi	**34,688**	8,130	26,558	11,800	2,940

The per capita budget has been calculated dividing total budget with the number of population.
Data source: Technical Evaluation Co-PLAN (2006).

The crucial problem regarding the actual finances of the municipality is the fact that they remain insufficient compared to the need for public and strategic investments in infrastructure and services, despite of the contribution given by several donors which has attenuated the problem a little. As a result, the actual budget is more of an expenses plan prepared to meet the most imminent needs of the municipality, which does not allow a strategic orientation or space to get involved in an effective public financial policy.

Most of the municipality's budget is used to cover the salaries of the administration employees and the maintenance of the infrastructure: for example, for 2006[2], the expenses for the administration (under its functions) were the same as the state budget transfers and the investments part was the same as its own income, while even in the budget-draft for 2008, the investments established from the municipality budget are lower than the salaries and the operational and administrative expenses.

Future trend

The existing reliance of the municipality's budget on the state (central government) and the low own revenues do not favor precise and realistic prognosis of the financial flow of the municipality for the short-term and mid-term period.

For 2008, according to the budget-draft shown below, a total increase of 12 per cent is foreseen for the budget compared to 2007, which is also based more on the increase of state contributions than on municipal revenues.

[2] Fushë-Arrëz. Municipal Council of Decision no. 8, date 29.03.2006 "For the approval of the budget for 2006 and the distribution of the grant and incomes forecasted for the budget of 2006".

Summary of Local Revenues; Fushë-Arrëz Municipality (2005-2008, in lekë)

FINANCES AND ENTRIES	YEAR 2005	YEAR 2006	YEAR 2007	YEAR 2008*
LOCAL REVENUES				
Property tax	0	1,200,000	1,262,000	0
Building tax	850,000	1,158,000	1,220,000	1,257,000
Land tax	42,000	42,000	42,000	43,000
Business tax	3,005,000	3,330,000	3,330,000	3,800,000
Nontaxable income	510,000	450,000	450,000	464,000
Cleaning tax	800,000	700,000	700,000	0
Change-over tax	0	0	0	1,300,000
Market tax	325,000	250,000	250,000	103,000
Registration tax	120,000	100,000	100,000	103,000
Butchering tax	12,000	10,000	10,000	0
Parking tax	100,000	100,000	100,000	0
Signboard tax	60,000	50,000	50,000	52,000
Other	435,000	300,000	687,000	1,696,000
Inherited	241,000	380,000	400,000	0
TOTAL	**6,500,000**	**7,000,000**	**7,500,000**	**8,000,000**

Data source: Fushë-Arrëz Municipality (2007)

The above introduces also categories of local taxes applied and their progressive collection by municipality during the years, especially the tax on businesses and property. The improvement of local revenues from taxes is crucial for the achievement of a greater financial sustainability and autonomy in the Municipality of Fushë-Arrëzat at local level. At a practical level it implies also further institutional and organizational capacity building for local staff related to tax analysis, finance and budget preparation, urban planning and management, as well as the provision of contemporary infrastructure and logistic for municipality in the above-mentioned directions.

At national level, the improvement of the municipal budget will rely on fastening of fiscal decentralization process. Further additions in the legal framework recently will make effective the implementation of a new financial agreement for the local authorities on loaning as legitimacy acknowledged but not yet implemented[3].

[3] Law Nr.8652, date 31.7.2000 articles that "Starting from January 1st 2002, the communes, municipalities and districts have the right to a loan for investments in accordance with the procedures and criteria established by a specific law".

2.5 Public Services and Infrastructure

The improvement of existing infrastructures remains one of the most problematic subjects where a large need for investments is present, in order to increase the living standard for local population and provide a necessary and simultaneous infrastructure that will serve to those targeted economic sectors that lead to economic development.



Overall infrastructures in the town need to go under immediate rehabilitation: water-supply and sewage network, drainage systems, road infrastructure etc. As a consequence, the component dealing with infrastructures and public services component is and will be a constant factor of development as part of each strategic development plan of the municipality in the years to come.

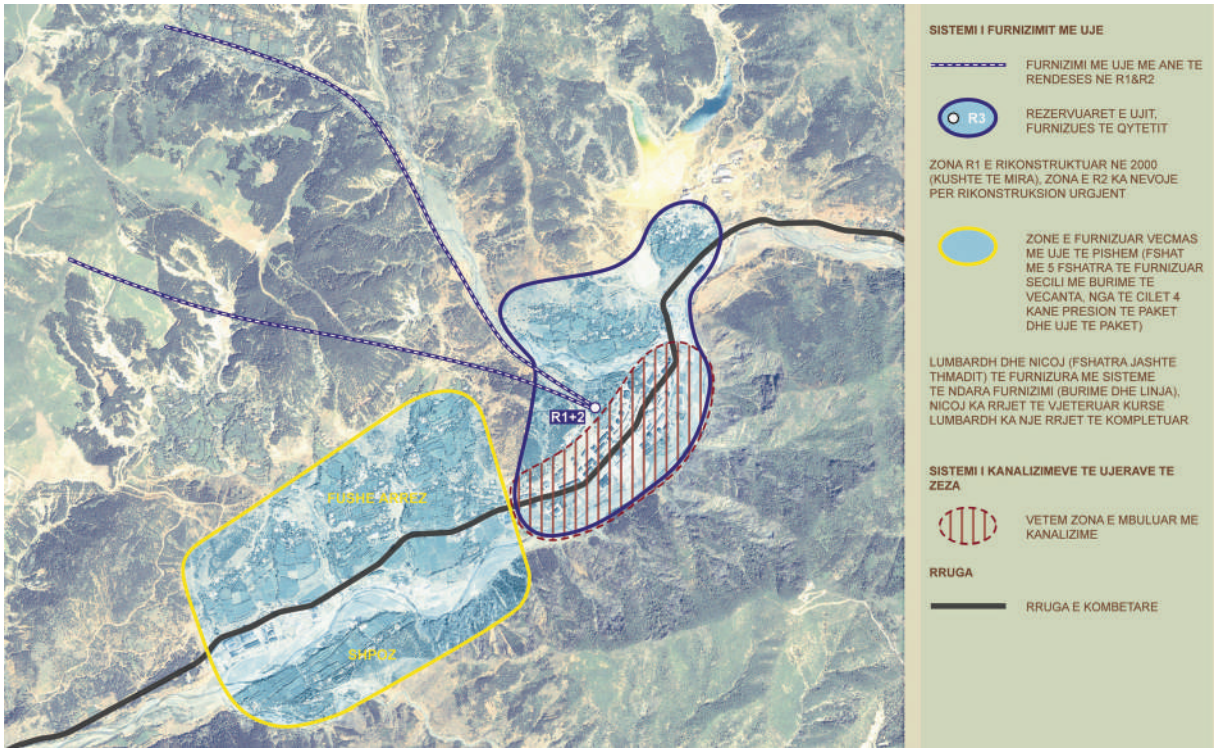


While partial investments have been realized by some foreign donor organizations, the funds for infrastructure establishment and improvement remain a permanent problem.

2.5.1 Water Supply and Sewage Systems

The condition of inner distribution network is poor with about 40% of it amortized. The inner water supply is present only in the town of Fushë-Arrëz though. Some of the inhabited areas have their own water supply networks, even if in bad conditions, while many families provide water through use of natural springs or wells. Fushë-Arrëz water supplies are furnished by two water sources, Krrabë and Micoj, respectively extended in lines of 13 and 8 km long which merge in one connection point and furnish same reservoir.

Graphical presentation of water and sewerage network situation in Dajç Commune



Source : Tecnical Evaluation Co-PLAN 2006

The situation of sewage systems is also insufficient. The sewage network is extended only in the town, while in the villages it is substituted by septic tanks At least 70% of the existing network needs to be reconstructed and also 70% of the manholes are worn-out. Besides the network's deterioration, the new lifestyle of local inhabitants has affected the increase of water quantity used in everyday life. The sewage treatment is a very problematic issue not addressed yet because opposed to environmental standards sewage deposition goes directly in the river.

The municipality considers more of a priority the situation of the water supply, compared to the sewage system situation. Though sewage situation presents worse conditions it is considered a priority only within the urban area (the town of Fushë-Arrëz), while in the villages the septic tanks will continue to be in use as preeminent long term solution.

The investments on water-supply and sewage network have been continuous while further investments are needed in the inner water-supply network with the aim to provide the service throughout territory, thus strengthening managerial skills of the water-supply and sewage enterprise. During the years 2002-2006 certain segments in water-supply and sewage network have gone through investments with an amount of 17.8 million lekë in total. Meantime certain interventions were realized on water-supply system in Micoj village during 2000, while the rehabilitation of 50% of the Krrabë water-supply is needed. Another very important investment is the project for the reconstruction of water-supply inner distribution lines that is expected to cover only the town and probably the village of Fushë-Arrëz area.

The improvement of the water supply service can not be considered apart technical and human resources of local staff and water enterprise staff. As techni assets are transferred to Fushë-Arrëz municipality, the water-supply enterprise financial administration is under the competencies of Ministry of Line, thus it is not under complete responsibility of Municipality. Consequently Fushë-Arrëz Municipality is not yet responsible for further

investments or maintenance of network related. The collection of water consumption revenues reaches the rate of 80-85% for families and 90% for businesses, when priority is given for installment of water- meters in the area.

The drainage network (rain waters mainly) has been very problematic until 1992, when the flooding brought about massive inert items. Certain limited investments were provided for this network during 1993 through a fund from ADF, improving to a certain extent the current conditions.

2.5.2 Road Infrastructure and Public Transport

The total road distance in Fushë-Arrëz Municipality territory is 15 km. There are 11 rural roads, with a length of about 13,815 m, national roads 4 km and innner town roads 2 km. All these roads are in use and in working condition; however their maintenance is very poor. About 1, 5 km of the innerl town roads are lacking pavement.

Street lightening exists and functions only along the main street axis of the town. In the other parts of the town and in the villages this service does not exist.

2.5.3 Public Transportation

In Fushë-Arrëz there are four transport lines, which make possible connection routes in between Fushë-Arrëz and cities of Shkodra, Lezha, Durres and Tirana. Furthermore, the minibuses are frequent too. Since the number of licensed minibuses (7 in total) does not respond to transport needs, there are other minibuses that operate regularly but they are not registered as business and lack professional license. This situation creates a misbalanced competiveness though.

2.5.4 Solid Waste Management and Green Areas

During 2007 year Fushë-Arrëz Municipality elaborated the Solid Waste Management Plan for Fushë-Arrëz town and village, a document that was approved by the Municipal Council. In the framework of this document, about 65 new metallic dust bins have been placed around the town and a new technologic vehicle is in function. The solid waste collection in Fushë-Arrëz has a frequency of 6 times a week itinerary and the daily amount of waste is about 2-2, 5 tons/day.

The waste is deposited in a specific dumpsite location as approved by the Ministry of Environment, while one of the components still under discussion is the establishment of a common dumpsite area together with Puka Municipality, in the Commune of Rrapaj territory. The Municipal staff is optimistic about the improvement of this service, based also on the garbage tax collection, which has started to be collected compared to the previous years when almost nothing was cashed from this tax.





2.5.5 Education and Culture

Local Authorities are in charge and responsible for preschool education and provision of this service performance; however, education relies directly under Regional Directorate of Education, which in most cases influences the progress of this sector as well as teaching quality.

The educational institutions of Fushë-Arrëz Municipality include 4 schools for compulsory education; 3 elementary schools with approx 700 students' attendance as well as 1 high school with approx 300 students' attendance.

The existing high school established in the Fushë-Arrëz town was built during 1982 and reconstructed during 2004. This school offers service for an area of 8,000 inhabitants even outside borders of municipality while maximum distance to school reaches 15 km.

Regarding preschool education, there is only one functioning crèche in Fushë-Arrëz, which serves to 25 infants, and 3 kindergartens distributed respectively 1 in town and two others in the villages, which serve about 200 children. Children's kindergarten in the town was built on 1968 and covers an area of 4,300 inhabitants with approx 130 children attendance.

In the education sector, the most significant investment is required for the overall reconstruction of kindergarten, as the only institution providing preschool education in the town of Fushë-Arrëz. Recently, in Lumëardhë, an elementary school and a health center were built as an investment financed by the SDC, which operates in the same building. A new kindergarten is also expected to be built by a religious association for the children in need.

The social and cultural development has a strong gap when considering the growing needs of local population for an active social life. So far in Fushë-Arrëz the national children's festivals as well as the international competition of folkloric instrument players take place every year. Both these activities have been organized outdoors because of the lack of youth cultural center which construction is vital for the town's social life.

Construction of the cultural center is a very important investment to fund as it would serve for both needs of Fushë-Arrëz as well as the surrounding communes such as Gjegjan, Qafë Mali, Blerim, Fierzë and Iballë. However this investment is not realized yet because of the lack of proper funds.

2.5.6 Public Health

For what concerns health centers, there are four in Fushë-Arrëz Municipality, 1 respectively distributed in town and three others in the villages. The health center in town has been reconstructed and at present is in adequate conditions, while the centers in the Micoj and Fushë-Arrëz villages need urgent investments. Healthcare service provision is not a direct function of local authorities though.

2.5.7 Healthy Environment

During the transition period, impact and pressure has significantly increased on environment while awareness and demand for a sustainable and healthy environment is present each day more. However, development and environment not always been have been in harmony with each other, being conditioned by several various factors.

In Fushë-Arrëz the environmental issue is a very sensitive matter considering the natural ecosystem. The forests heritage has been seriously damaged because of the misuse and damages occurred, also lack of control on wood cuts during the 15-year transition period that certainly did not follow regeneration of tree planting.

This situation is also a threat for development of wood processing and tourism potentials. The forests destroy by fire also emphasize the importance of a concrete action plan concerning with regard to their preservation. The factories and the existing industry in Fushë-Arrëz have an out of date and polluting technology.



Other environmental issues are the land and water resources pollution due to the lack of treatment and management of solid waste and sewage systems that for now are emitted directly in the river nearby.

2.5.8 Housing

The Municipality of Fushë-Arrëz has 321 dwellings in total, from which 105 are in the town, 136 in the Fushë-Arrëz village, 38 in the Lumardh village and 42 in the Micoj village. The apartments/houses number is 1,019 out of which 728 are in the town, 180 in the Fushë-Arrëz village, 57 in the Lumardh village and 54 in the Micoj village.



Due to population's migration, there are a significant number of unoccupied houses at present while the number of homeless families is 184. Most of the homeless people belong to the families with two or more households that live in the same house. Very few families are homeless for other reasons such as ruined, burned or flooded houses.

Another problematic issue concerning the dwellings is their quality. Because of the lack of maintenance from their owners as a consequence of the unaffordable costs, the buildings' frontages have endured significant damages; in many cases the brick walls have started to fall to pieces, which is something that needs immediate intervention. Even though it is not the responsibility of the local power, the undertaking of concrete actions as soon as possible is indispensable for the inhabitants' security.

The propriety problems in Fushë-Arrëz have to do with the non-registering in the Real-estate Registration Office of a significant number of the existing houses in the Fushë-Arrëz villages, built during the past decades. The proprietors (families) owning these houses have made the legal declaration of their houses, aiming to apply for their legalization, thus creating an unsolved propriety issue.

2.5.9 Urban Development

The transition period has identified a completely new urban reality compared to the period before 1990s, that have a strong impact on the land and constructed territory as well as on the cities' spatial structure. The main encountered phenomenon, at a country level, is the fact that most of the development has occurred in an uncontrolled and not properly regulated way, due to the lack of minimal territory planning.

The last urban (regulatory) planning designed for Fushë-Arrëz before 1990 is completely not-actualized and inadequate to lead the Fushë-Arrëz development. In the conditions of operating in the private market economy system, of the restitution of private property on land, of the privatization of houses and of the change of the local authorities role in this field, the need arises for Fushë-Arrëz to have a new urban planning (of the land and of the territory), both for its populated urban area and for its rural one.

In Fushë-Arrëz there haven't been identified large demographic changes, as it has happened in other

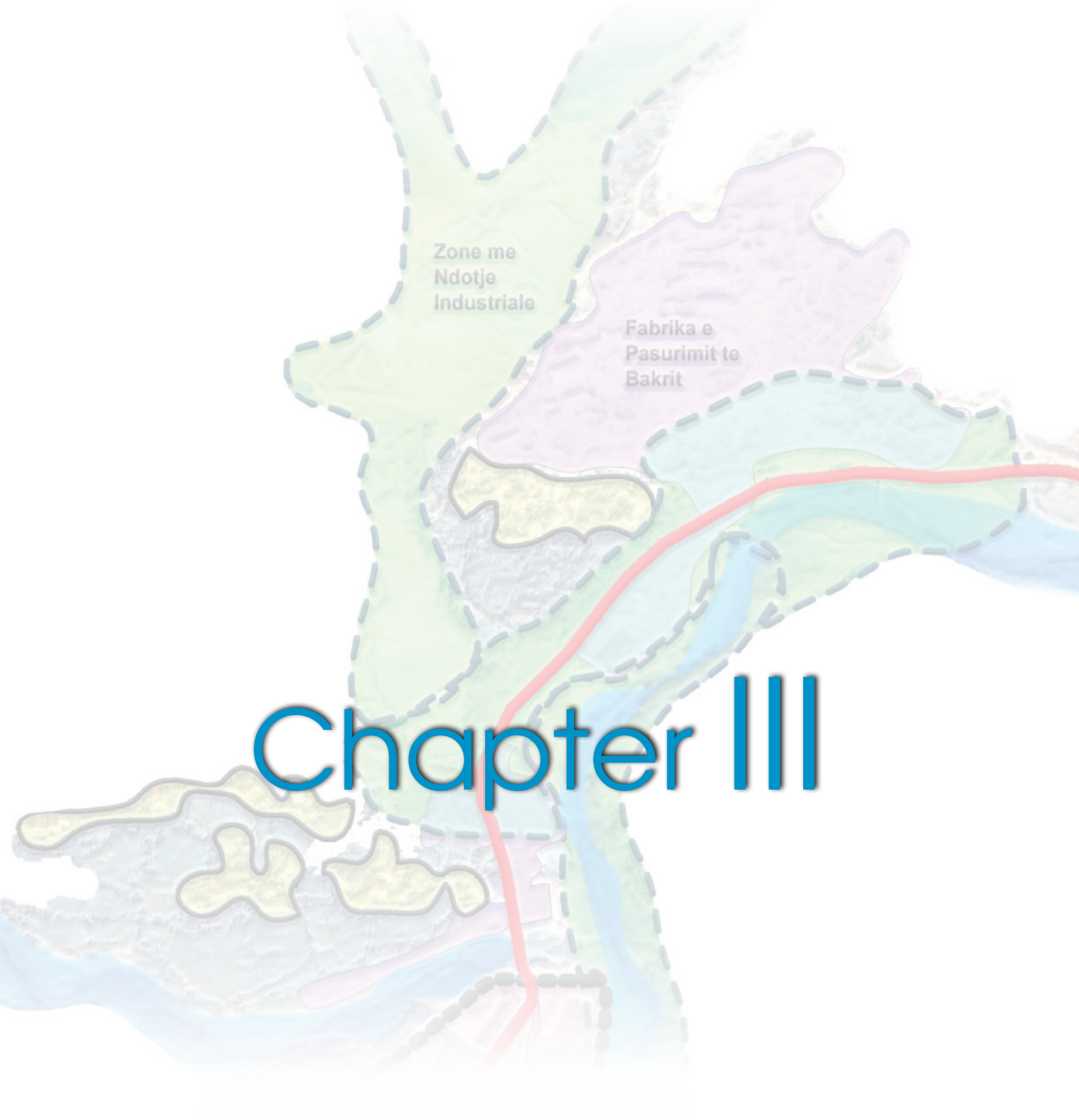
parts of the country because of the high flow of internal migration, causing a quite complex urban problematic. As a consequence, the urban problems in Fushë-Arrëz, due to the small size of the town and of its population, are more reduced and in these conditions the urban situation and territorial planning can be easily managed. The unauthorized constructions are very few and there aren't propriety problems in the town, because the properties in general have been restituted to the former owners.

The preparation and design of the Urban Plan of Fushë-Arrëz represents the main need of the Municipality, as an instrument that will give the proper orientation and regulation of the urban development and give a new impulse to the economic development of the town. The difficulties encountered so far in the preparation of a plan from the municipality are the lack of institutional capacities, the legal barriers and the institutional coordination with the District for this purpose.

The role of the municipality in the field of territorial planning and management is also conditioned by the lack of a Council for Territorial Regulation (CTR), as the decision-making board responsible on planning issues at local level.

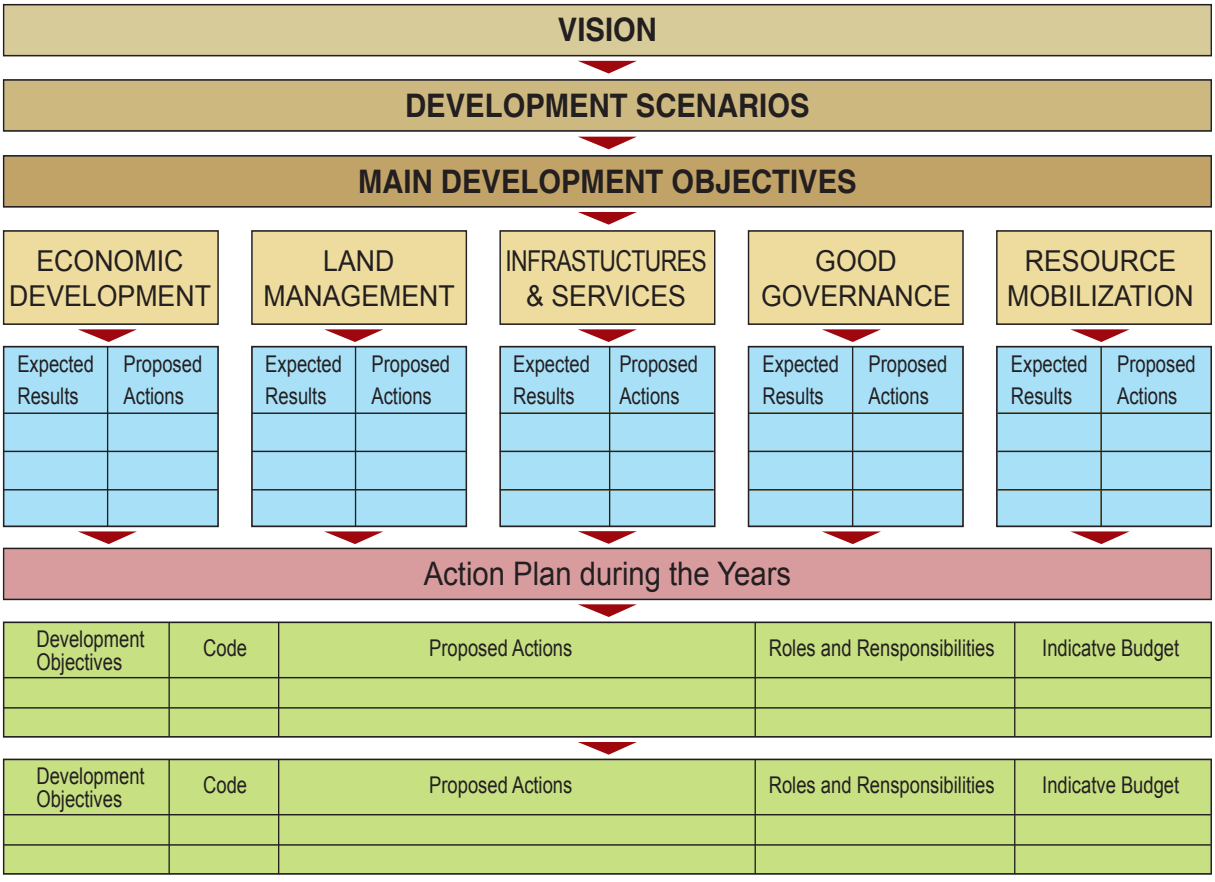
At last, an important component in the framework of public property transfers to the local authorities[4], is the list identification of public assets by central governance for Fushë-Arrëz Municipality, that reaches the number of 38 assets of public property including streets, public squares, etc...

[4] Law no.8744, (22.2.2001) *"Transferring of public real-estate properties to local governance units".*



Chapter III

The Proposed Future Development of Fushë-Arrëz Municipality



The above scheme determines log frame where the vision of the Municipality's development, main objectives as well as concrete actions proposed are linked together. The scheme includes all the functions and a responsibility of the local staff of Fushë-Arrëz Municipality divided by sectors, and defines the respective necessary actions to be analyzed according to various sectors.

3.1 Development Vision of Fushë-Arrëz Municipality

Fushë-Arrëz, as a small but renewed urban center included in future regional developments in the north of Albania; a resting and recreation location for people and for various economic activities and services between Shkodra and Kosovo;

Fushë-Arrëz as regenerated town in economic perspective, that relies on sustainable use of natural resources, woodland potentials and tourism.

Fushë-Arrëz as a municipality with qualified human resources, both at local staff level and within the structures of business enterprises, culture, sports and education; that encourage the creation of a friendly environment for local and foreign businesses and for the employment opportunities and a sustainable increase of local incomes for inhabitants;

Fushë-Arrëz as a safe place, clean and attractive for the inhabitants and the growing communities, which have the possibility to improve their health and welfare, in cooperation with a civic sense and with the capacity and motivation to give an effective contribute to the future of the municipality and of the town.



3.2 Principles and Objectives of the Municipality of Fushë-Arrëz Strategic Plan

Dokumenti i Zhvillimit të Bashkisë Fushë-Arrëz duhet të jetë një komponent:
The Strategic Plan of the Municipality of Fushë-Arrëz must be a document which is:

- **Strategic,** so that it identifies those long-term action fields and concrete interventions which will address the immediate needs of the population and of the local groups of interest, combining them with the development tendencies with regards to the future of this municipality.
- **Simple and understandable,** where the proposals are clear to the level of the local decision-making and administration, the inhabitants, the groups of population and private enterprises of the town, enabling the knowledge on and the concretization of the proposals in all the activity fields of the Municipality of Fushë-Arrëz

- **Adaptable,** in order to allow the spaces necessary to adapt to the unexpected situations, needs or developments of the Municipality in the future; and at the same time subject to continuous improvement by the authorities of Fushë-Arrëz, with reference to the requests and needs of the groups of interest.
- **Realistic,** in the way that it is based on the real possibilities of the Municipality of Fushë-Arrëz, both from the financial and human resources point of view, but without leaving out of consideration the important strategic interventions that might require resources that go beyond the actual capacities of the Municipality.
- **Transparent,** in order to be open towards the entire community, the business and the important groups of the Municipality of Fushë-Arrëz with regards to its proposals, thus enabling the increase of the credibility regarding its implementation and of the responsibility of the Local Authorities.
- **Actual,** conform to all the other strategies and policies of development at national and regional level.

During first two stages of Fushë-Arrëz Municipality Strategic Development Plan preparation with citizens

3.3 Citizens Priorities

group participation, some feasible directions for are development were identified, based on characteristics, historical background and the old tradition of Fushë-Arrëz development progress, but also reflecting recent strategic developments at regional level, which will provide for town and surrounding villages a new dimension of development.



The main directions that will orient the Fushë-Arrëz Municipality development in the future are:

1. The promotion and development of the wood processing industry based on the forestry natural resources of Fushë-Arrëz as well as traditions of the area.
2. The development of Mountain Tourism as an opportunity positively conditioned by natural mountainous characteristics and assets throughout Fushë-Arrëz territory.

In accordance with the directions proposed above, the citizens expressed their evaluation also on positive aspects favoring these directions of the development as well as the challenging aspects that must be dealt with in order to achieve the development plan objectives. A summary of their opinions is categorized as follows:

Strengths:

- Climate and geographic position
- Cultural heritage
- Natural resources
- Existing woodland
- Community's cultural and social characteristics (hospitality, tolerance, friendship)
- First business and tourism initiatives (rehabilitation and functioning of the Tourism Hotel in Fushë-Arrëz)
- Rich agricultural resources (medicinal herbs, fruit trees, etc…)

Weakness:

- Poor infrastructure and lack of building maintenance
- The Durrës-Morinë highway that will influence in main city road transforming it in a secondary one.
- Brain drain, as a consequence of migration of intellectuals
- Lack of previous action plans and sporadic development after and during the '90s.
- Close minded mentality based on the attitude that local development relies only to "state" as responsibility and not to people
- Insufficiency of existing infrastructure
- Non-effective public services
- Lack of a sustainable strategic plan
- Continuous demographic movements
- Lack of proper solid waste management and environmental preservation



- Lack of community organization and mobilization in strategic planning and decision-making processes at local level
- Lack of business development and variety

3.4 Overall Development Objectives

Based on the general analysis carried out during the first stage of the project, April-June 2007, with regards to the existing action plans and strategies for national and regional development in northern Albania as well as on conclusions out of discussions with the working group of Fushë-Arrëz Municipality, the following long-term development objectives were identified:

A. ECONOMIC DEVELOPMENT
Economic development of Fushë-Arrëz Municipality with focus on the business climate improvement, promotion of local enterprise activities as well as establishment of an attractive environment for the foreign investors.

B TERRITORIAL MANAGEMENT DEVELOPMENT
Consolidation of urban center of Fushë-Arrëz town and quality improvement of inner urban spaces with regard to upgrade and develop tourism aspect of the city.

C. INFRASTRUCTURE AND SERVICES IMPROVEMENTS
Improvement of public services quality and access of physical/social infrastructure in the Fushë-Arrëz Municipality.

D. GOOD LOCAL GOVERNANCE
Capacity building and strengthening for Local staff related to managerial and administrative skills in Fushë-Arrëz Municipality.

F. LOCAL REVENUES INCREASMENT
The increasment of local revenues in Fushë Arrëz Municipality, in order to expand opportunities for future investments in the area.

3.5 Expected Results and Proposed Interventions

3.5.1 Objective A - Economic Development

The development and consolidation of the local economic activities in the Municipality of Fushë-Arrëz is considered an important component of overall development of this municipality in the future. Therefore the Strategic Development Plan clearly identifies the following interventions and results:

A1. The support and development of local production and agricultural activities

Expected Results	Concrete Interventions Proposed
a. Identification of the potentials of these agricultural goods production on the territory of Fushë-Arrëz Municipality	1. Preparation of a technical study that identifies the agricultural producing capacity in the Fushë-Arrëz area as well as the related infrastructures needed 2. Organizing of open forums with the farmers and the stockbreeders of the Fushë-Arrëz area in order to incite their participation in the clear specification of the possibilities of agricultural and stockbreeding production.
b. Improvement of the land use and the supporting infrastructures through a study for the evaluation of the needs concerning investments	1. Creation of a common working group (municipality, agriculture directorate, farmers) responsible for the organization and management of the agriculture development support process. 2. Organization of open debates or forums regarding the needs and priorities for investments in the agriculture sector 3. Drawing of a program/agenda for physical interventions in the lands, irrigation and drainage systems.
c. Increase of the technical and financial support for the local farmers in Fushë-Arrëz	1. Assigning of an annual financial aid package for the local farmers in the municipality of Fushë-Arrëz, with the approval of the local Council, as well as the evaluation of financing possibilities by various actors or secondary level banks. 2. Preparation of prompt technical projects for the physical interventions in the agricultural infrastructures or in the cultivated parcels of the municipality of Fushë-Arrëz. 3. Facilitation and support for the capacity building of the local farmers in Fushë-Arrëz, in order to improve their work efficiency as well as their productivity.

A2. Support and development of Tourism based on the natural characteristics of Fushë-Arrëz Municipality

Expected Results	Concrete Interventions Proposed
a. Encouragement and Development of touristic activities in this Municipality	1. Preparation of an agenda – work program for the organizing of promotional tourism activities in the Fushë-Arrëz Municipality territories 2. Institutionalization of new celebration days or holydays, during which the Municipality makes investments for the organization of various festivities, and invites various economic operators to cooperate. 3. Preparation of materials for the promotion of the Municipality of Fushë-Arrëz and of the natural areas with potential in tourism. 4. Construction of a special work plan within the municipality for the periodical improvement of the official website.

A3. Promotion and Development of Economic Activities in the Fushë-Arrëz Municipality

Expected Results	Concrete Interventions Proposed
a. Establishment of collaboration with the adjacent communes as well as with the Shkodra District in order to encourage and develop economic activities	1. Organizing of periodical meetings with the Shkodra District and the other adjacent local units to discuss about the possibilities of developing economic activities in Fushë-Arrëz 2. Preparation of common projects between the Shkodra District and the other local adjacent units on the possible interventions in the necessary infrastructures
b. Preparation of detailed projects on the economic activities development	1. Preparation of Partial Detailed Studies 2. Preparation of technical projects on infrastructures (water-supply and canalizations), supporting the new economic activities
c. Support with concrete investments	1. Preparation of a Work Plan regarding investments and physical interventions 2. Making of small annual investments by the Municipality of Fushë-Arrëz, in support of economical activities

3.5.2 Objective B - Improvement of Territorial Management

B1. Preservation of agricultural land

At the present the constructions on the agricultural lands in Fushë-Arrëz Municipality are not as frequent as in the Shkodra District lowlands. However, even in this area, the following characteristics are observed:

- Lack of careful control on new constructions by the authorities
- Presence of the wrong mentality on property, according to which the owner can do anything on his property
- Lack of correct Maps where it is demarked the constructions permitted area (the yellow line)

For this reason, the Municipality of Fushë-Arrëz Strategic Plan proposes to undertake several necessary measures as follows:

Expected Results	Concrete Interventions Proposed
a. Increase of the level of control on new constructions (Constructions Inspectorate) in the Fushë-Arrëz Municipality territory	1. Consolidation of the Constructions Inspectorate office in the Municipality of Fushë-Arrëz, according to the provisions of the new Law no.9780, date 16/07/2007 "On Constructions' Inspection". 2. Identification of the needs of the Constructions' Inspectorate in Fushë-Arrëz for professional and logistic capacities building making also clear the requests for further financing.
b. Presentation and consolidation of the penalizing measures as well as introduction of these measures to the local community	1. Preparation and approving by the Local Council of the Municipality of Fushë-Arrëz of a package of penalizing measures for the constructions on the agricultural and woodland areas under the Municipality administration. 2. Preparation of informing materials for the Fushë-Arrëz inhabitants concerning the measures that will be taken in the case of unauthorized constructions.

Expected Results	Concrete Interventions Proposed
c. Identification of special fiscal policies for the protection of the agricultural land and of the woods and for the orientation of the constructions in these territories	1. Preparation of a technical evaluation that will define a package of special taxes for the constructions on agricultural territories (and on urban territories), in conformity with the responsibilities assigned by the Law on the Organization and Functioning of Local Governance. 2. Organizing of capacity building trainings for the Municipality of Fushë-Arrëz staff, in order to increase the level of propriety tax collection as well as tax management especially with regards to propriety tax

B2. Regeneration of existing territories damaged by human activity and preservation of environment in Fushë-Arrëz Municipality

Regarding preservation of environment the Strategic Development Plan Fushë-Arrëz Municipality proposes:

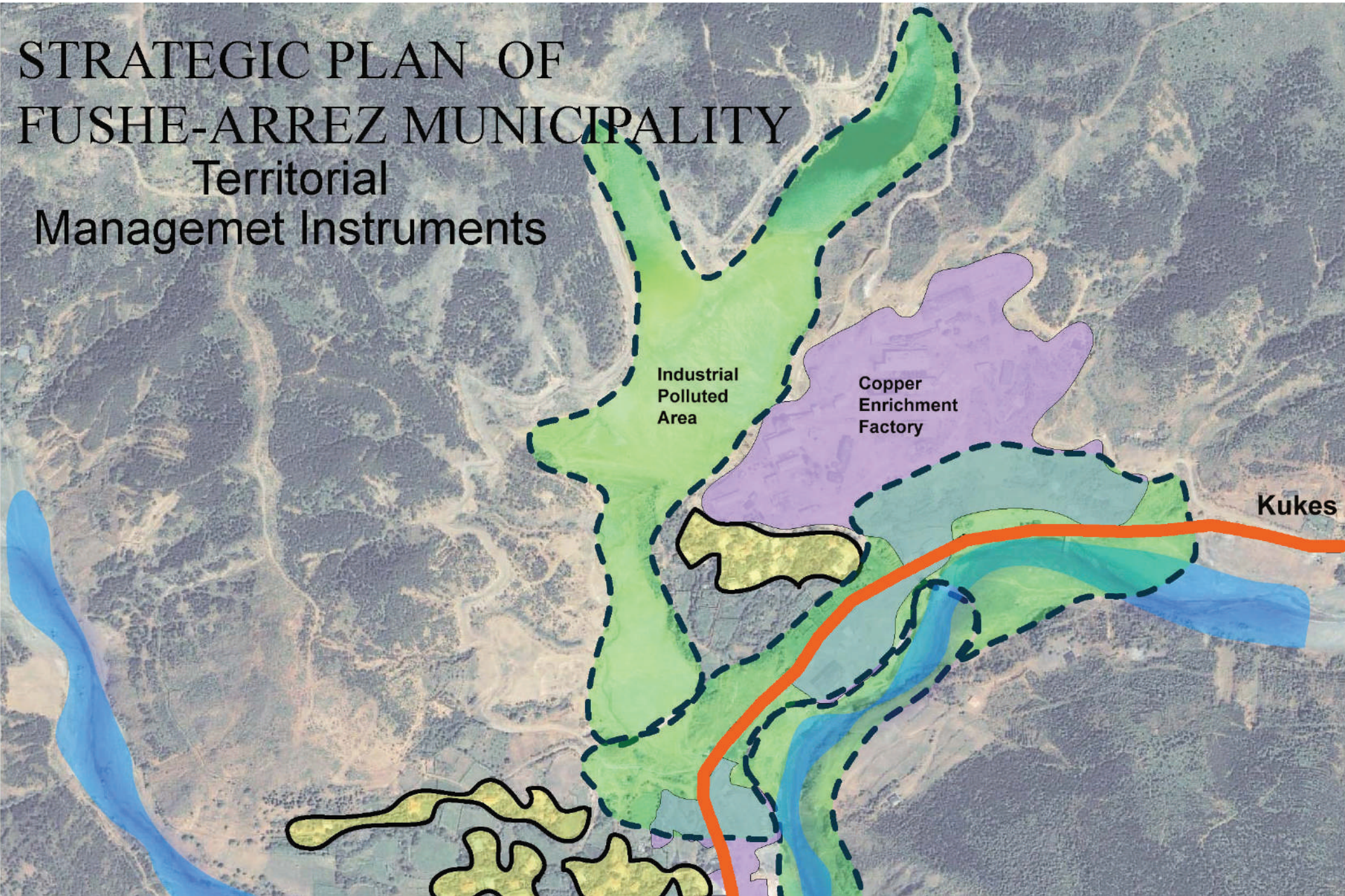
Expected Results	Concrete Interventions Proposed
a. Identification of the areas that need environment improving interventions	1. Drawing of a cartographic technical study that specifies the sensitive environmental areas in the Municipality of Fushë-Arrëz territory and specification of needs for physical improvement interventions.
b. Improvement of the damaged (polluted) environments situation in the Municipality of Fushë-Arrëz	1. Cleaning of the urban areas from the uncollected waste and depositing of the latter in the actual collection point.

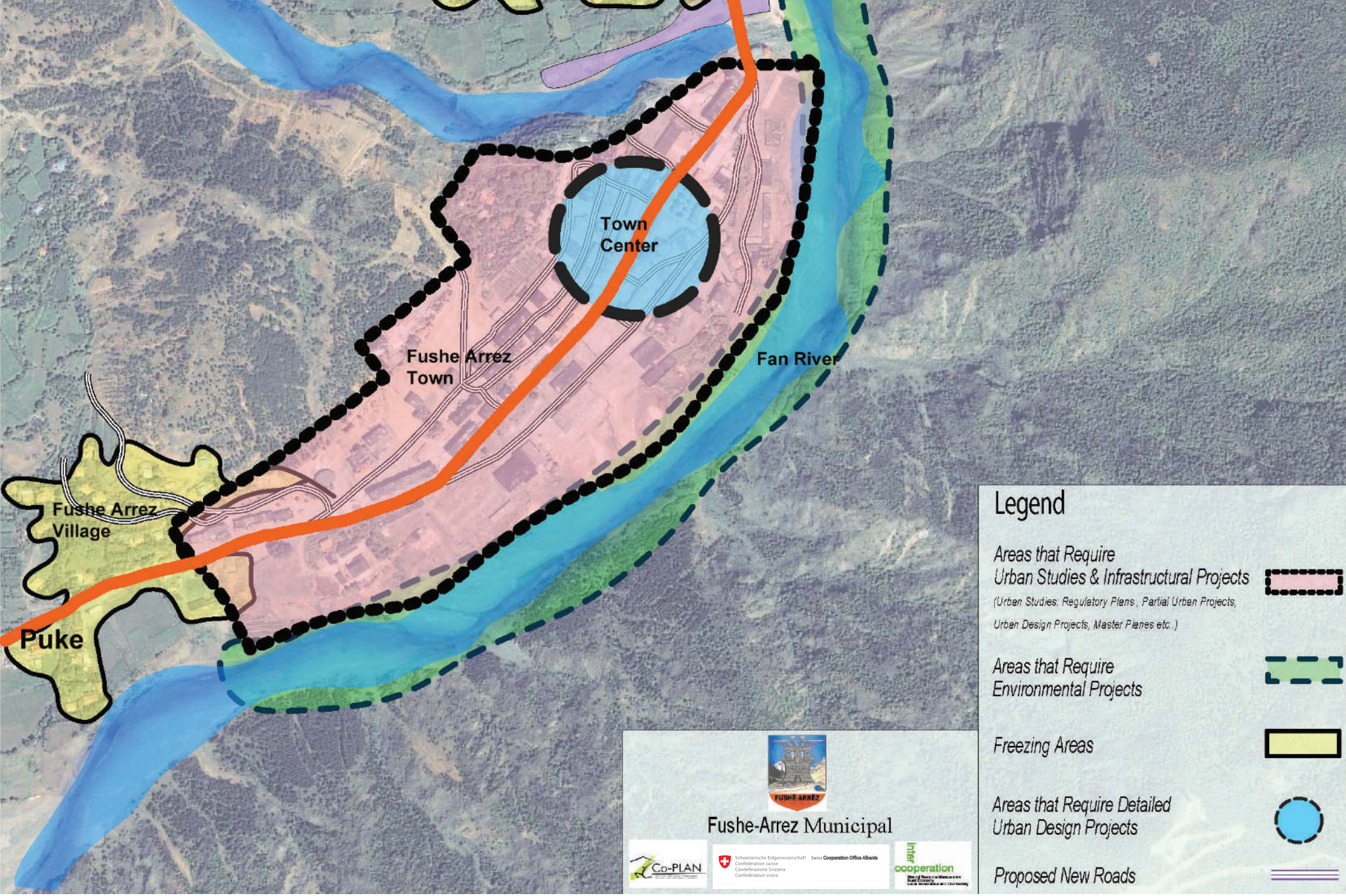
Territorial Management Instruments

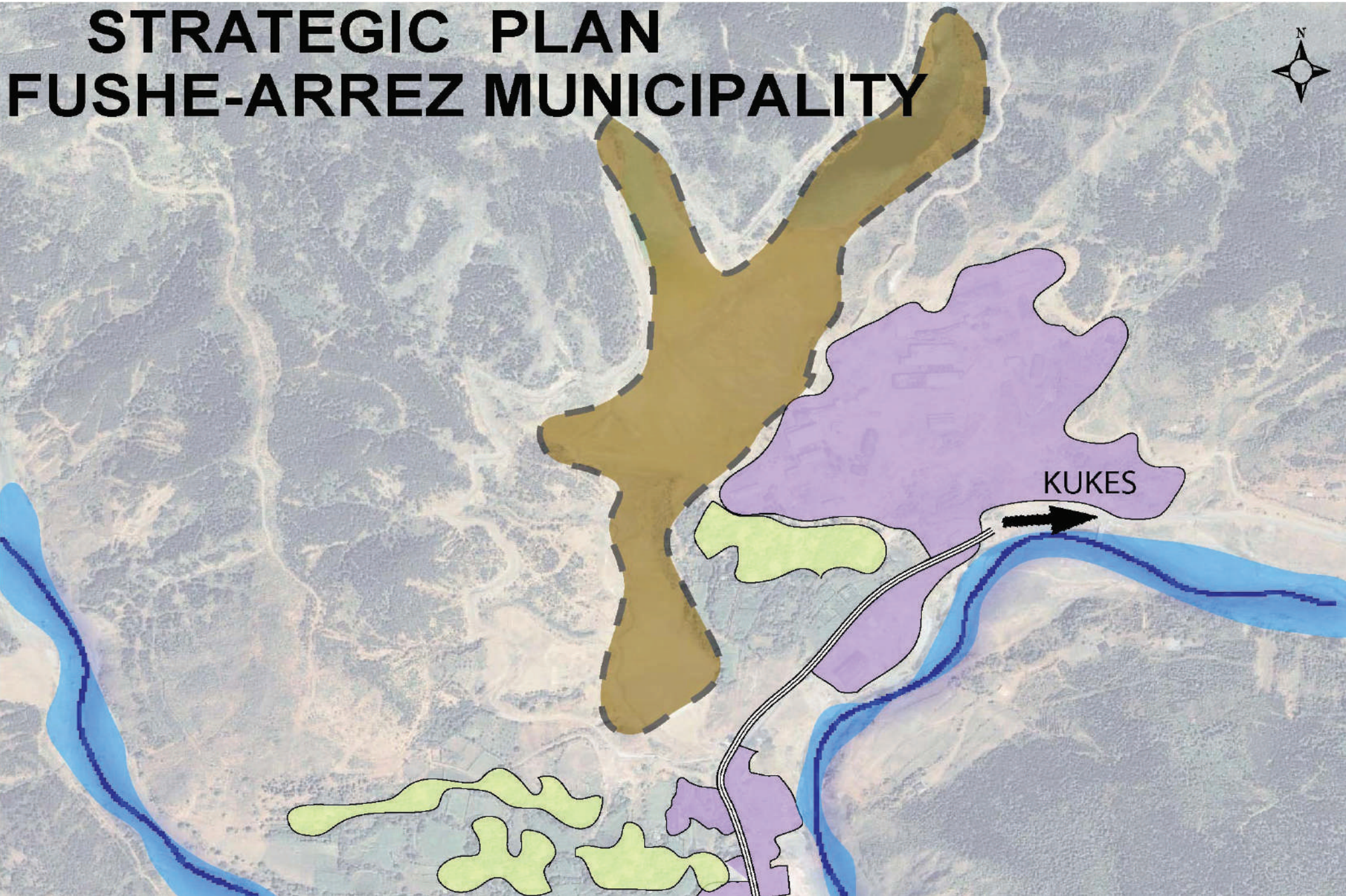
As identified in the summary of Municipality profile as introduced in the second chapter, the Fushe Arrez Municipality offers quite low dynamics in terms of spatial developments. The population declining that is the main indicator of the low social economic development of the area, creates also no incentive or pressure for new urban constructions. As a result, the proposals regarding the transformations of the Fushë Arrëz territories are limited in the simple zoning of the development patterns of the areas surrounding the town. The proposed zoning does not include the villages of Micoj and Lumardhe. This proposal is considered as the minimal instrument necessary for the local administration in Fushë Arrëz for the management of its territories. Thus, in the graphic materials presented in the end of the document (see the Annex) the following elements are identified:

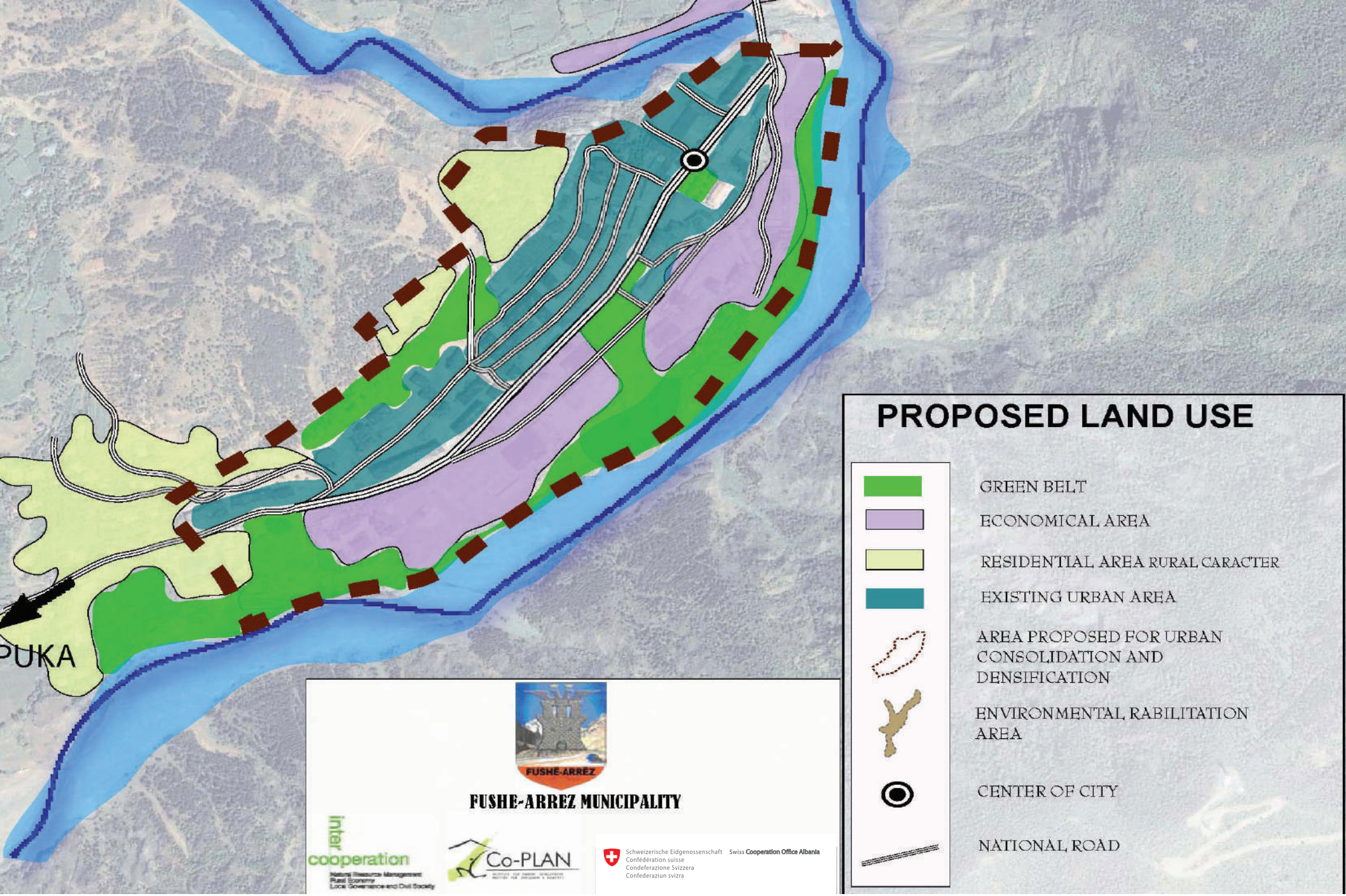
Environmental Rehabilitation Zone: it surrounds the areas where the liquid waste of the Fushë Arrëz copper enrichment factory is dumped. According to Municipal representatives, these areas need urgent upgrading interventions
Economic Zone: This criterion identifies those territories close to town that might accommodate different potential economic activities in the future. The areas are located mainly along the national road, near the old depots and factories.
Rural Areas: This defines the low dense residential territories surrounding the Fushë Arrëz town. The boundaries of the proposed zones will be considered as the basis for the preparation of the detailed urban studies from the Municipal Urban Department.
Green Areas: this implies the areas that need to be protected and gradually upgraded as green spaces for the local population.

The Fushe Arrëz Municipality, through the Territorial Management Instruments, identifies the first step toward the future preparation of detailed urban studies, which are the basic legal instruments needed for the management of urban areas, focused on the best exploitation of the land and minimization of infrastructures costs.


STRATEGIC PLAN OF
FUSHE-ARREZ MUNICIPALITY
Territorial
Managemet Instruments
Industrial
Polluted
Area
Copper
Enrichment
Factory
Kukes


Town
Center
Fushe Arrez
Town
Fan River
Fushe Arrez
Village
Puke
Legend
Areas that Require
Urban Studies & Infrastructural Projects
(Urban Studies: Regulatory Plans, Partial Urban Projects,
Urban Design Projects, Master Planes etc.)
Areas that Require
Environmental Projects
Freezing Areas
Areas that Require Detailed
Urban Design Projects
Proposed New Roads
FUSHË ARRËZ
Fushe-Arrez Municipal
Co-PLAN
Swiss Cooperation Office Albania
inter
cooperation


STRATEGIC PLAN
FUSHE-ARREZ MUNICIPALITY
N
KUKES


PUKA
PROPOSED LAND USE
GREEN BELT
ECONOMICAL AREA
RESIDENTIAL AREA RURAL CARACTER
EXISTING URBAN AREA
AREA PROPOSED FOR URBAN CONSOLIDATION AND DENSIFICATION
ENVIRONMENTAL RABILITATION AREA
CENTER OF CITY
NATIONAL ROAD
FUSHE-ARREZ
FUSHE-ARREZ MUNICIPALITY
inter cooperation
Natural Resource Management
Rural Economy
Local Governance and Civil Society
Co-PLAN
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra
Swiss Cooperation Office Albania

3.5.3 Objective C - Qualitative Infrastructures and Public Services

The Municipality of Fushë-Arrëz is directly responsible, according to the functions described in the Albanian law, for the security and maintenance of the social and physical infrastructures as well as for providing services to its citizens.

Based on the existing situation evidenced in the Municipality's Profile in Chapter II as well as in the proposed directions of the development of this Municipality, the Strategic Plan proposes the following:

C1. Improvement of the road network in the Municipality of Fushë-Arrëz

Expected Results	Concrete Interventions Proposed
a. Designation of projects for the intervention in the road network of the Municipality of Fushë-Arrëz town and villages	1. Preparation of specific project proposals, addressed to the potential donors, for the financing of the designing process of Technical Projects concerning roads' reconstruction and physical improvement in the Municipality of Fushë-Arrëz 2. Preparation of the Projection Tasks by the Municipality of Fushë-Arrëz, preceding the preparation of Technical Projects for the primary road axes
b. Making of investments for the town's road network improvement	1. Starting of the work for the rehabilitation of the Fushë-Arrëz town bypass, thus facilitating the vehicles' circulation in this area 2. Preparation and approval of an improvement interventions plan for the road network of the town and of the entire Fushë-Arrëz Municipality territory.

C2. Improvement of the water-supply and sewage situation in the Fushë-Arrëz Municipality

According to Albanian government decision, transferal of ownership and competencies of water-supply and sewage enterprises under municipalities and communes occurred since the end of 2007. Thus it is the responsibility Fushë-Arrëz local staff to consolidate and improve the water-supply and sewage service in its territories.

Expected Results	Concrete Interventions Proposed
***a**. Improvement of the technical and management conditions of the Water-supply and Canalizations Directorate in the Municipality of Fushë-Arrëz*	1. Realization of a thorough inventory in which are identified all the physical assets and capitals owned by the Water-supply and Canalizations Enterprise of the Municipality of Fushë-Arrëz 2. Preparation of an improvement and investment scheme for the logistic and offices of the Fushë-Arrëz Municipality Water-supply and Canalizations Directorate 3. Allocation and approval by the Local Council of the Municipality of the funds for the improvement of the technical situation of the Water-supply and Canalizations Directorate office
b. Improvement of the physical situation of the water-supply and canalizations network in the territory of the Municipality	1. Preparation of technical projects for the improvement of water supply and sewage canalization networks
c. Increase in the management and administration capacities of the enterprise's staff	1. Financing and organizations of trainings necessary for the staff of Water-supply and Canalizations enterprise in the improvement of efficiency and service

C3. Improvement of the urban waste collection and depositing situation

Considering that Fushë-Arrëz Municipality has elaborated a Solid Waste Management Plan prepared in the beginning of 2008, it is necessary for the interventions proposed to take into consideration the criteria and specifications of this plan.

Expected Results	Concrete Interventions Proposed
a. Identification of a waste depositing point	1. Developing of a technical study for the designation and evaluation of a place for the establishment of an engineered landfill for the depositing and treatment of urban waste in the Municipality of Fushë-Arrëz in collaboration with the Municipality of Puka authorities and with the coordination of Shkodra District.

C4. Improvement of schools and kindergartens conditions in the Municipality of Fushë-Arrëz

Based on the law provisions regarding these functions, according to which the Municipality of Fushë-Arrëz is responsible for the physical maintenance of compulsory and primary and secondary education infrastructure, while the teaching system is under the Regional Education Authority administration, the Strategic Development Plan proposes:

Expected Results	Concrete Interventions Proposed
a. Identification of the needs for physical improvements in the Municipality of Fushë-Arrëz schools	1. Drawing of a technical evaluation in which is evidenced the actual situation of the schools in the Municipality's territory and their needs for repairing and improvement
b. Preparation of technical projects for possible funding from the state sector or various donors	1. Preparation of technical projects from the projecting office in the Municipality regarding the forms and ways of physical interventions in kindergartens and schools
c. Encouragement of local forums on the possibility of increasing the teaching quality in the schools of the Municipality	1. Establishment and consolidation of parents councils in the schools of Fushë-Arrëz Municipality 2. Organizing of periodical meetings to discuss on the improvement of school facilities in the schools of Fushë-Arrëz

C5. Greening of public areas in Fushë-Arrëz Municipality

Expected Results	Concrete Interventions Proposed
a. Improvement of the physical conditions of the green areas in the territory of the Municipality	1. Preparation of technical projects for the rehabilitation of the streets' greening in the Municipality of Fushë-Arrëz 2. Preparation of the technical project for the construction and maintenance of green areas and crowns around the town of Fushë-Arrëz 3. Periodical organizing and financing of tree planting processes along the surrounding areas of the town

C6. Street lightening

Expected Results	Concrete Interventions Proposed
a. Improvement of street lightening situation in the Municipality of Fushë-Arrëz	1. Preparation of technical projects for the rehabilitation and improvement of street lightening along the main roads of the Fushë-Arrëz town 2. Improvement of street lightening in the town's main roads

C7. Maintenance of Public Cemetery

Expected Results	Concrete Interventions Proposed
a. Enlargement and improvement of the actual conditions of the public cemetery	1. Obtainment of a land for the enlargement of the public cemetery in the town of Fushë-Arrëz 2. Financing of the periodical greening of the public cemetery area

C8. Town Beautification

Expected Results	Concrete Interventions Proposed
a. Improvement of the town's image and its decoration	1. Preparation of the annual plan of investments regarding the decoration and esthetic improvement of public areas 2. Organizing and financing of improvement interventions along the main streets of the town

C9. Increase of the employment rate in the Municipality of Fushë-Arrëz.

This component depends on these factors:

- The increase of the number of local business activities
- The increase of the number of employed people through various social projects financed by the municipality or by various donors
- The increase of the professional capacities of the Fushë-Arrëz inhabitants thus increasing the employment opportunities

In accordance with the improvement of the affected groups' situation, the Strategic Development Plan of Fushë-Arrëz Municipality proposes:

Rezultatet e Pritshme	Veprimet Konkrete të Propozuara
a. Increase of the inhabitants capacities in the municipality of Fushë-Arrëz	1. Organizing of various periodical vocational training courses for the groups in need in the Municipality of Fushë-Arrëz 2. Preparation of various project proposals for the donors, in order to ensure funds for various projects on social employment addressed to various groups in need in the Municipality of Fushë-Arrëz
b. Organizing of periodical employment for the groups in need	1. Financing of projects on infrastructure, in the territory of Fushë-Arrëz Municipality, in which are involved groups of people in need

3.5.4 Objective D - Good Local Governance

D1. Increase in local staff capacities of Fushë-Arrëz Municipality

Expected Results	Concrete Interventions Proposed
a. Administrative reorganizing of the Municipality of Fushë-Arrëz	1. Preparation of an Institutional Analysis of the Municipality of Fushë-Arrëz identifying the possibilities of reorganizing the administrative structure of the municipality in function of the increase of services efficiency as well as of the public infrastructures
b. Increase of the technical capacities of the Municipality staff	1. Organizing of periodical trainings in order to increase the capacities of the Fushë-Arrëz Municipality staff in the fields of territory management and public services

D2. Improvement of transparence in the local decision-making

Expected Results	Concrete Interventions Proposed
a. Official information sharing regarding the activities of Fushë-Arrëz municipality	1. Preparation and distribution of the Fushë-Arrëz municipality newsletter 2. Preparation of the annual report of the municipality's activities, the investments and the interventions realized
b. Encouragement of citizen participation and information sharing in the municipality council meetings	1. Financing of invitations or announcements regarding the organization of municipality council meetings in the Fushë-Arrëz municipality

D3. Consolidation of participatory budgeting in Fushë-Arrëz Municipality

Expected Results	Concrete Interventions Proposed
a. Building of local capacities in organizing the Participatory Budgeting in Fushë-Arrëz	1. Facilitation of the trainings for the upgrading of the capacities of the local staff in organizing the participatory budgeting process in Fushë-Arrëz
b. Organizing of periodical annual activities of Participatory Budgeting in Fushë-Arrëz	1. Financing of the annual organization of Participatory Budgeting in the Municipality of Fushë-Arrëz

3.5.5 Objective F - Increasing Financial Resources

The income level of the Municipality of Fushë-Arrëz is low thus cannot respond to the needs of this municipality for investments in infrastructures and services. At the present the Municipality program includes a plan for investments in infrastructures covering almost all the existing road axes as well as the basic infrastructures. In accordance with these plans, the Strategic Development Plan proposes:

F1. Increase in local revenues

Expected Results	Concrete Interventions Proposed
a. Creation and consolidation of a database for the increase of the taxes and tariffs in the Municipality of Fushë-Arrëz	1. Establishing of a working group in the Municipality of Fushë-Arrëz for the redaction and construction of a Database where to list the businesses, the proprieties, the families as well as the taxpaying economical activities 2. Building of an Information System in the Municipality of Fushë-Arrëz through which to identify the changes and improvements in the fiscal policies concerning businesses and proprieties (plots and agricultural lands) in function of the increase of local income

F2. Promotion and increasein the national and foreign investments

Based on the development potentials and directions established at the beginning of this document's (Chapter III) related to increase in of national and foreign investments the following steps are necessary:

Expected Results	Concrete Interventions Proposed
a. Preparation of promotional materials for the Municipality of Fushë-Arrëz	1. Creation of a complete material (Profile of the Municipality) evidencing all the natural and human specific values and characteristics of Fushë-Arrëz and the possibilities for investments, accompanied by cartographic materials and the related pictures. 2. Creation and consolidation of the Municipality of Fushë-Arrëz Website.
b. Organizing of various events supporting the business in the Municipality of Fushë-Arrëz	1. Organizing of competitions and fairs at regional level, inviting various businesses and entrepreneurs as well as promoting the investment potentials and possibilities in this Municipality

F3. Identification and utilization of other financial resources in Fushë-Arrëz Municipality

Expected Results	Concrete Interventions Proposed
a. Preparation of project proposals	1. Establishment and consolidation, within the structure of the Fushë-Arrëz Municipality administration, of a special office for the development of project proposals addressed to the various donors or investors 2. Preparation of a Project Proposals package which addresses both the improvement of infrastructures and services and the increase of investments in the territory of the Municipality.

A good opportunity for the Municipality of Fushë-Arrëz is the financings that can be ensured in the framework of IPA (*Instruments for Pre-Accession Assistance*), which is a program to assist the countries that aspire to join the European Union. The IPA Program will be carried out in the 2007 – 2013 timeframe and its main goal is to increase the efficiency and coherence of the funds given for assistance, in the framework of a basic frame, equal for all the aspiring countries.

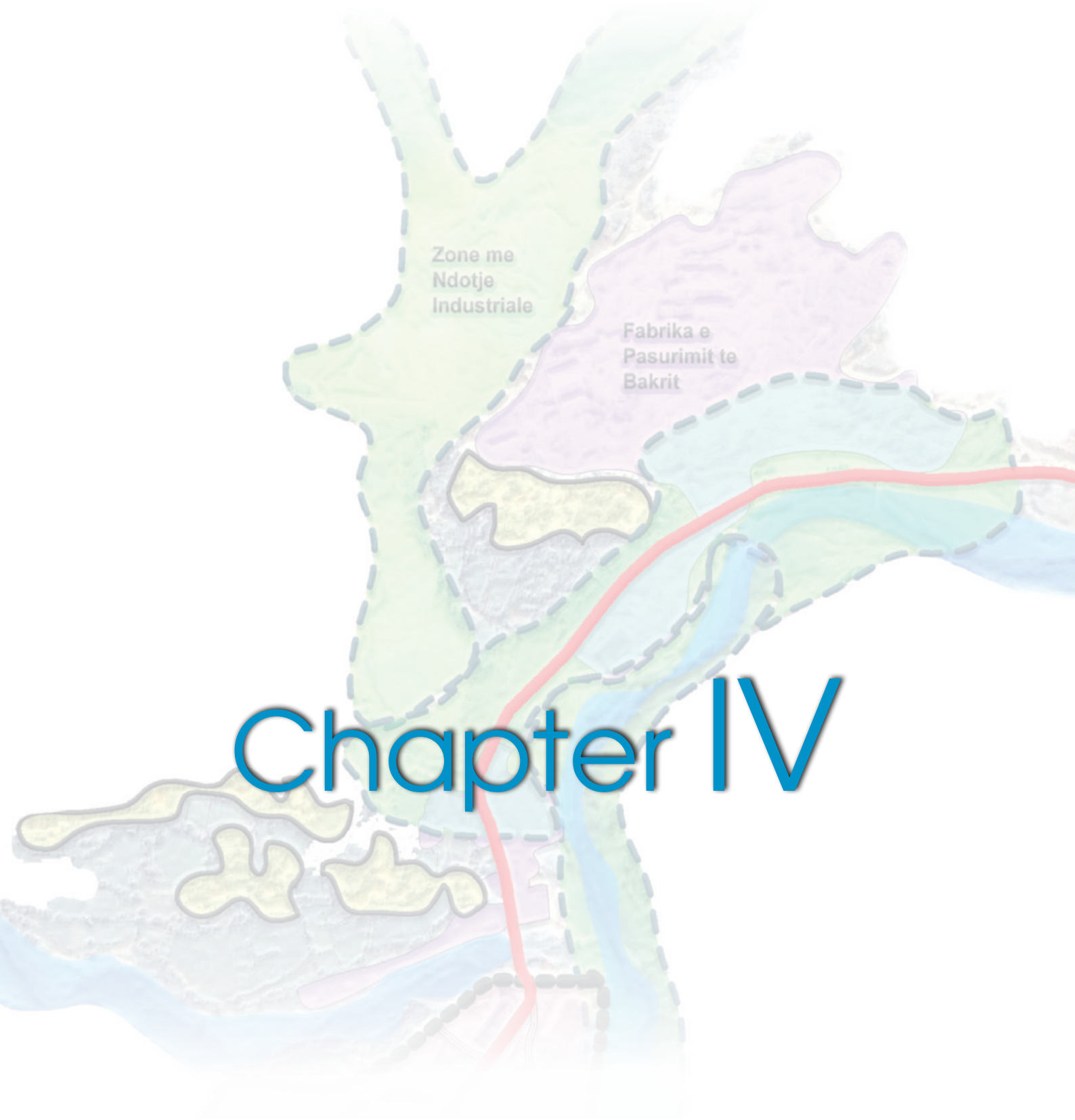
Albania is one of the countries potential candidates to join the European Union. The IPA Program includes 5 basic components which are:

1. Support for the transition and institutional growth processes
2. Inter-boundary collaboration
3. Regional development
4. Human resources development
5. Rural development

As seen above most of the Program's components are quite relevant for the Municipality of Fushë-Arrëz development contexts. For this reason, the Local Administration must precede the processes increasing its capacities and information level regarding this program and the opportunities it represents. The program's criteria require for the Municipality's administration to have good premises for possible financings, which have to be investigated.

In addition, it is important to make a careful evaluation of the possibilities of collaboration in several spheres with the local units of the Municipality of Fushë-Arrëz, focusing on the possibilities to draw financings from new funds and programs of the European Union for local and regional development. It is also necessary to evaluate the possibility of creating "functional associations" for various goals, such as: waste management, water supply, canalization systems, etc.

Other financing opportunities for the Municipality of Fushë-Arrëz include expected grants and programs from the European Union, ADF funds, Grant Competition Funds, etc. It is a task of the Municipality's administration to increase its capacities through trainings or technical expertise in order to ensure as much financing as possible in its territory.



Chapter IV

The Implementation of the Proposed Strategic Development Plan of Fushë-Arrëz Municipality

4.1 Proposed Legal and Institutional Arrangements

The Municipality of Fushë-Arrëz, through Mayor and local staff, is the primary institution responsible for implementation of Strategic Development Plan. In order to increase the efficiency of this process, the undertaking of the following measures is necessary:

- Setting up the Strategic Development Plan implementation and monitoring working group, within the local staff, which will be the primary unit responsible for the coordination and implementation of the initiatives and activities as proposed in the Action Plan. Depending on the Municipal budget, this group may include representatives of the various offices of the administration as well as specialists newly engaged with this structure. In both cases, the groups must be under the Mayor's supervision. In this way, the sustainability and linkage between annual planning and budgeting processes are ensured.

- The consolidation and further development of the capacities of the Coordination and Development Department of the Fushë-Arrëz Municipality, which will be engaged in the preparation of the studies and project proposals necessary for the financings in function of the activities proposed in each field.

- Institutional reorganization of the Municipality of Fushë-Arrëz based on the actions and requests identified in the proposed Action Plan, such as: the establishment of working groups for the preparation of project proposals; the organization and monitoring of seminars or meetings, with the participation of local actors, on issues concerning budgeting, education, agriculture, environment, etc.; organizing and moderating of "functional associations" in collaboration with the neighboring local units; etc.

- Focus on administrative structures strengthening that deal with the following through of the strategic commitments in the framework of the Strategic Plan as well as with the performance monitoring.

- Improvement of the territorial, financial and infrastructural database of the Municipality, in order to precede the preparation of a number of projects or studies necessary to enable the implementation of the Strategic Development Plan.

- Increase of the capacities and commitment level of the Fushë-Arrëz Municipality staff, especially with regards to territorial and physical infrastructures management and monitoring through continuous trainings as well as to the improvement of the reporting and evaluation system.

- Institutionalization of the periodical reports of each office of the administration concerning the Strategic Development Plan implementation progress.

4.2 Action Plan for the Implementation of the Strategic Development Plan

4.2.1 Action Plan 2008

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A-Development Economic	A1b1	The creation of a common working group (municipality, agriculture directorate, farmers) responsible for the organization and management of the agriculture and farming development support process.	Coordination and Development Office, Regional Directorate of Agriculture, local farmers.	100.000 Lekë	The aim of the working group is to establish a clear platform for the Municipality and the local farmers regarding the steps to be taken for the development of the agricultural farms.
	A2a1	Preparation of an agenda – work program for the organizing of promotional tourism activities in the Fushë-Arrëz Municipality territories	Coordination and Development Office, technical experts.	100.000 Lekë	This agenda will help for the promotion and development of tourism in the Municipality.
	A2a4	Designation of a special work plan within the Municipality for the periodical improvement of the official website.	Coordination and Development Office, informatics experts.	100.000 Lekë	This will serve to update the information on the Municipality. The internet line will also serve for the improvement of the professional information in the Municipality as well as for the data exchange.
B-Territorial Management	B2b1	Cleaning the urban areas from the uncollected waste and their depositing in the actual collection point.	Services Office	150.000 Lekë	This is an immediate need for the Municipality of Fushë-Arrëz that will affect significantly the improvement of the town's image.
	B2b1	Cleaning of the urban areas from the uncollected waste and their depositing in the actual collection point.	Services Office	150.000 Lekë	This is an immediate need for the Municipality of Fushë-Arrëz that will affect significantly the improvement of the town's image.
C-Infrastructures and Services	C2a1	Realization of a thorough inventory in which are identified all the physical assets and capitals owned by the Water-supply and SewageEnterprise of the Municipality of Fushë-Arrëz	Services Office, Technical engineers	0 Lekë	The approval of the water-supply inventories by the Local Council serves as a basic document that facilitates the water-supply networks projection and financing processes in the villages.
F- Financial Resources	F1a1	Establishing of a working group in the municipality of Fushë-Arrëz for the redaction and construction of a Database where to list the businesses, the proprieties, the families as well as the taxpaying economical activities	Finance Office, General Register Office	0 Lekë	This working group will represent the beginning of the work for the identification of all of those who will pay the annual local taxes.

4.2.2 Action Plan 2009

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A3c1	Preparation of a Work Plan regarding investments and physical interventions	Coordination and Development Office	0 Lekë	
	A3c2	Preparation of annual investments by the Municipality of Fushë-Arrëz, supporting economic activities	Finance Office	200.000 Lekë	This will strengthen the existing businesses and will incite the creation of new ones.
B- Territorial Management	B1a1	Consolidation of the Constructions Inspectorate office in the Municipality of Fushë-Arrëz, according to the provisions of the new Law no.9780, date 16/07/2007 "On Constructions' Inspection".	Municipality, Mayor.	0 Lekë	
	B1a2	Identification of the needs of the Constructions Inspectorate in Fushë-Arrëz for professional and logistic capacities building making also clear the requests for further financing.	Municipality, Intercooperation Albania, etc.	100.000 Lekë	
	B1b1	Preparation and approval by the Local Council of the Municipality of Fushë-Arrëz of a package of penalizing measures for the constructions on the agricultural and woodland areas under the Municipality administration.	City Planning Office, experts of the field, etc.	0 Lekë	The aim of the preparation of such informing materials is the sensitizing of the inhabitants of the Municipality about the way they can and must construct.
	B1c2	Organizing of capacity building trainings for the Municipality of Fushë-Arrëz staff, in order to increase the level of propriety tax collection as well as tax management especially with regards to tax on propriety	Coordination and Development Office, experts of the field, Intercooperation Albania, etc.	The financing comes from Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
	B2b1	Cleaning of the urban areas from solid waste and depositing in the existing dumpsite area.	Services Office	150.000 Lekë	This is an immediate need for the municipality of Fushë-Arrëz that will affect significantly the improvement of the town's image.
C- Infrastructures and services	C1a2	Preparation of the Projection Tasks by the Municipality of Fushë-Arrëz, in order to precede the preparation of Technical Projects for the primary road axes	City Planning Office, Technical engineers, experts of the field, etc.	150.000 Lekë	These documents will be based exactly on technical studies as well as on the reactions of the inhabitants of the area regarding the needs for investments in this sector.
	C1b2	Preparation and approval of an improvement interventions plan for the road network of the town and the entire Fushë-Arrëz Municipality territory.	City Planning Office, experts of the field	100.000 Lekë	The plan will be finalized with a package of briefed materials, which will serve as terms of reference for the preparation of future detailed physical plans.
	C2a2	Preparation of an improvement and investment scheme for the logistic and offices of the Fushë-Arrëz Municipality Water-supply and Canalizations Directorate	Services Office, Technical engineers	150.000 Lekë	This scheme will facilitate and improve the work of this directorate.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
C- Infrastructures and services	C5a1	Preparation of technical projects for the rehabilitation of the streets' greening in the Municipality of Fushë-Arrëz	Services Office, City Planning Office	200.000 Lekë	These projects will serve to determine the types of interventions that will be made in the town.
D- Good Governance	D1a1	Preparation of an Institutional Analysis of the Municipality of Fushë-Arrëz indentifying the possibilities of reorganizing the administrative structure of the Municipality in function of the increase of services efficiency as well as of the public infrastructures	Coordination and Development Office, experts of the field, etc.	150.000 Lekë	The institutional analysis will be based on the possibilities of the administration for implementing the Strategic Plan as well as on the proposals and activities made during the years.
	D1a1	Organizing of periodical trainings in order to increase the capacities of the Fushë-Arrëz Municipality staff in the fields of territory management and public services.	Municipality, Intercooperation Albania, etc.	The financing provided through Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
	D2a1	Preparation and distribution of the Fushë-Arrëz municipality newsletter.	Coordination and Development Office, the entire municipality.	100.000 Lekë	This will influence the information and transparence towards the Fushë-Arrëz inhabitants.
	D2a2	Preparation of the annual report of the municipality's activities, the investments and the interventions realized.	Coordination and Development Office, the entire municipality.	150.000 Lekë	This will influence the creation of a transparent process and the information addressed to the public.
	D2b1	Financing of invitations or announcements regarding the organization of Municipality Council meetings in the Fushë-Arrëz municipality	Coordination and Development Office, Finance Office.	100.000 Lekë	This will influence the transparence and the information addressed to the public.
F- Financial Resources	F1a2	Building of an Information System in the Municipality of Fushë-Arrëz through which to identify the changes and improvements in the fiscal policies concerning businesses and proprieties (territory and agricultural lands) in function of the increase of local income	Finance Office, experts of the related field, etc.	200.000 Lekë	This information system will serve to strengthen and increase the annual local income of the Fushë-Arrëz Municipality.
	F2a2	Creation and consolidation of the Municipality of Fushë-Arrëz Website.	Coordination and Development Office, informatics experts.	150.000 Lekë	The internet line will also serve for the increase of the professional information level in the Municipality as well as for the data exchange.

4.2.3 Action Plan 2010

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A1a2	Organizing of open forums with the farmers and the stockbreeders of the Fushë-Arrëz area in order to incite their participation in the clear specification of the possibilities of agricultural and farming production.	Coordination and Development Office, local farmers and stockbreeders.	0 Lekë	Forums' organization and moderation will be made by the coordination and development office in the Municipality.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A1b2	Organizing of open debates or forums regarding the needs and priorities for investments in the agriculture sector	Coordination and Development Office, local farmers	0 Lekë	Forums' organization and moderation will be made by the coordination and development office in the Commune
	A1c2	Preparation of available technical projects for the physical interventions in the agricultural infrastructures or in the planted parcels in the Municipality of Fushë-Arrëz.	Agricultural experts	200.000 Lekë	These projects will be based on technical studies on the Municipality's agricultural producing capacities.
	A2a3	Preparation of materials for the promotion of the Municipality of Fushë-Arrëz and the natural areas with tourism potential.	Coordination and Development Office, technical experts, environmental experts.	100.000 Lekë	These materials will serve to incite local tourism and to develop the various natural resources of the town of Fushë-Arrëz.
	A3a1	Organizing of periodical meetings with the Shkodra District and the other local bordering units to discuss about the possibilities of developing economic activities in Fushë-Arrëz	Coordination and Development Office, Shkodra District.	0 Lekë	These meetings will help in expanding the field of action of the existing businesses and in inciting the creation of new ones in the municipality of Fushë-Arrëz. Being that almost all the local units adjacent to the municipality of Fushë-Arrëz present the same problematic, it is important to create a cooperation line for the solution of the common problems.
	A3b2	Preparation of technical projects on infrastructures (water-supply and canalizations), supporting the new economic activities	City Planning Office, Coordination and Development Office	200.000 Lekë	The projects must be based on the territorial definitions of the Strategic Plan and must converge with the new urban plans.
	A3c2	Preparation of annual investments plan by the Municipality of Fushë-Arrëz to support economic activities	Finance Office	200.000 Lekë	This will strengthen the existing businesses and will stimulate establishment of new ones.
B- Territorial Management	B1a2	Identification of the needs of the Constructions' Inspectorate in Fushë-Arrëz to increase professional and logistic capacities, making also clear the requests for further financing.	Municipality, Intercooperation Albania, etc.	100.000 Lekë	

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
B- Territorial Management	B1b1	Preparation and approving by the Local Council of the Municipality of Fushë-Arrëz of a package of measures that penalize constructions on the agricultural and woodland areas under the Municipality administration.	City Planning Office, experts of the field, etc.	0 Lekë	The aim of the preparation of such informing materials is the sensitizing of the inhabitants of the Municipality about the way than can and must construct.
	B1b2	Preparation of informative materials for the Fushë-Arrëz inhabitants concerning the measures that will be taken in the cases of unauthorized constructions.	Coordination and Development Office, City Planning Office.	20,000 Lekë	The aim of the preparation of such informing materials is the sensitizing of the inhabitants of the Municipality about the way than can and must construct.
	B1c1	Preparation of a technical evaluation that will define a package of special taxes for the constructions on agricultural territories (and on urban territories), in conformity with the responsibilities assigned by the Law on the Organization and Functioning of Local Governance.	Coordination and Development Office, experts of the field, etc.	150.000 Lekë	The aim of the preparation of such informing materials is the sensitizing of the inhabitants of the Municipality about the way than can and must construct.
	B1c2	Organizing of capacity building trainings for the Municipality of Fushë-Arrëz staff, in order to increase the level of propriety tax collection as well as tax management especially with regards to propriety tax	Coordination and Development Office, experts of the field, Intercooperation Albania, etc.	The financing comes from Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
C- Infrastructure and services	C1a1	Preparation of specific project-proposals, addressed to the potential donors, for the financing of the designing process of Technical Projects concerning roads' reconstruction and physical improvement in the Municipality of Fushë-Arrëz	Coordination and Development Office, City Planning Office, experts of the field, etc.	100.000 Lekë	The project proposals will be useful for frequent applications. They will be based on the borders proposed in the cartographic materials of the Strategic Plan's Annex. The Municipality can also engage relevant experts for the finalization of these project proposals.
	C1b1	Starting of the work for the rehabilitation of the Fushë-Arrëz town bypass, thus facilitating the vehicles' circulation in this area	Contracted company, City Planning Office	250.000 Lekë	This will improve the environmental pollution and will reduce significantly the acoustic pollution in the town.
	C2a3	Allocation and approval by the Local Council of the Municipality of the funds for the improvement of the technical situation of the Water-supply and Canalizations Directorate office.	Municipality's local council, Finance Office.	150.000 Lekë	The improvement of the technical situation will facilitate and improve the work of this directorate.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
C- Infrastructure and services	C8a1	Preparation of the annual plan of investments regarding the decoration and esthetical improvement of public areas	Services Office,	100.000 Lekë	This process will improve significantly the towns and its public areas image.
	C9a1	Organizing of various periodical vocational training courses for the groups in need in the Municipality of Fushë-Arrëz.	Coordination and Development Office, experts of the field.	200.000 Lekë	This will influence significantly in reducing unemployment, which is also one of the main problems in the town.
D- Good Governance	D1b1	Organizing of periodical trainings in order to increase the capacities of the Fushë-Arrëz Municipality staff in the fields of territory management and public services.	Municipality, Intercooperation Albania, etc.	The financing comes from Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
	D2a1	Preparation and distribution of the Fushë-Arrëz municipality newsletter.	Coordination and Development Office, the entire municipality.	100.000 Lekë	This will influence the transparence and the information addressed to the Fushë-Arrëz inhabitants.
	D2a2	Preparation of the annual report of the municipality's activities, the investments and the interventions made	Coordination and Development Office, the entire municipality.	150.000 Lekë	This will influence the creation of a transparent process and the information addressed to the public.
	D2b1	Financing of invitations or announcements regarding the organization of Municipality Council meetings in the Fushë-Arrëz Municipality.	Coordination and Development Office, Finance Office.	100.000 Lekë	This will influence the transparence and the information addressed to the public.
	D3a1	Facilitation of the trainings for the increase of the capacities of the local staff in organizing the participatory budgeting process in Fushë-Arrëz	Municipality, Intercooperation Albania, etc.	The financing comes from Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
	D3b1	Financing of the annual organization of Participatory Budgeting in the Municipality of Fushë-Arrëz	Finance Office	200.000 Lekë	
F- Financial Resources	F1a2	Building of an Information System in the Municipality of Fushë-Arrëz through which to identify the changes and improvements in the fiscal policies concerning businesses and proprieties (territory and agricultural lands) in function of the increase of local income.	Finance Office, experts of the related field, etc.	200.000 Lekë	This information system will serve to strengthen and increase the annual local income of the Fushë-Arrëz Municipality.
	F2a1	Creation of a complete material (Profile of the Municipality) evidencing all the natural and human specific values and characteristics of Fushë-Arrëz and the possibilities for investments, accompanied by cartographic materials and the related pictures.	Coordination and Development Office.	100.000 Lekë	The aim of the creation of the municipality's profile is to increase of the information level both for the citizens and for the interested actors.
	F2b1	Organizing of competitions and fairs at regional level, inviting various businesses and entrepreneurs as well as promoting the investment potentials and possibilities in this Municipality	Coordination and Development Office,	200.000 Lekë	These competitions and fairs will serve to promote the municipality of Fushë-Arrëz

4.2.4 Action Plan 2011

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A1b2	Organizing of open debates or forums regarding the needs and priorities for investments in the agriculture sector	Coordination and Development Office, local farmers	0 Lekë	Forums' organization and moderation will be made by the coordination and development office in the Municipality.
	A1c2	Preparation of available technical projects for the physical interventions in the agricultural infrastructures or in the cultivated parcels in the municipality of Fushë-Arrëz.	Agricultural experts	200.000 Lekë	These projects will be based on technical studies of the Municipality's agricultural producing capacities.
	A1c3	Facilitation and support for the capacity building of the local farmers in Fushë-Arrëz, in order to improve their work efficiency as well as their productivity.	Coordination and Development Office, Agricultural experts	100.000 Lekë	This initiative will incite the local farmers to increase their product's quality as well as their producing capacity
	A3a1	Organizing of periodical meetings with the Shkodra District and the other local adjacent units to discuss about the possibilities of developing economic activities in Fushë-Arrëz	Coordination and Development Office, Shkodra District.	0 Lekë	These meetings will help in expanding the field of action of the existing businesses and in inciting the creation of new ones in the municipality of Fushë-Arrëz. Being that almost all the local units adjacent to the municipality of Fushë-Arrëz present the same problematic, it is important to create a cooperation line for the solution of the common problems.
	A3a2	Preparation of common projects between the Shkodra District and the other local adjacent units on the possible interventions in the necessary infrastructures	Municipality, Intercooperation Albania, relevant experts, etc	200.000 Lekë	These projects will then lead to their implementation, thus to the infrastructure situation improvement in the town and in the region. Being that almost all the local units adjacent to the municipality of Fushë-Arrëz present the same problematic, it is important to create a cooperation line for the solution of the common problems.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A3b1	Preparation of Partial Detailed Urban Studies.	City Planning Office	0 Lekë	This activity can be done in collaboration with the city planning office of Shkodra District, thus enabling a very clear presentation of the context and objectives of the Urban Plans.
	A3c2	Preparation of technical projects on infrastructures (water-supply and canalizations), supporting the new economic activities	City Planning Office, Coordination and Development Office	200.000 Lekë	The projects must be based on the territorial definitions of the Strategic Plan and must converge with the new urban plans.
B- Territorial Management	B1b2	Preparation of informing materials for the Fushë-Arrëz inhabitants concerning the measures that will be taken in the cases of unauthorized constructions	Coordination and Development Office, City Planning Office.	20,000 Lekë	The aim of the preparation of such informing materials is the sensitizing of the inhabitants of the Municipality about the way they can and must construct.
C- Infrastructures and Services	C1b1	Preparation of specific project proposals, addressed to the potential donors, for the financing of the designing process of Technical Projects concerning roads' reconstruction and physical improvement in the Municipality of Fushë-Arrëz	Coordination and Development Office, City Planning Office, experts of the field, etc.	100.000 Lekë	The project proposals will be useful for frequent applications. They will be based on the borders proposed in the cartographic materials of the Strategic Plan's Annex. The municipality can also engage relevant experts for the finalization of these project proposals.
	C4a1	Starting of the work for the rehabilitation of the Fushë-Arrëz town bypass, thus facilitating the vehicles' circulation in this area	Contracted company, City Planning Office	250.000 Lekë	This will improve the environmental pollution and will reduce significantly the acoustic pollution in the town.
	C2b1	Making of small annual investments by the Municipality of Fushë-Arrëz, supporting economical activities	Finance Office	200.000 Lekë	This will strengthen the existing businesses and will incite the creation of new ones.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
C- Infrastructures and Services	C6a1	Drawing of a technical evaluation in which is evidenced the actual situation of the schools in the Municipality's territory, their needs for repairing and physical improvements.	Coordination and Development Office, Services Office.	0 Lekë	The evaluation will be a detailed analysis of the actual situation of education environments, and of the needs for reconstruction or annexes and will be accompanied by concrete projects.
	C6a2	Preparation of technical projects for the rehabilitation and improvement of street lightening along the main roads of the Fushë-Arrëz town.	Services Office, City Planning Office	150.000 Lekë	This process will improve significantly the image of the town and its streets.
	C9a1	Improvement of street lightening in the town's main roads.	Services Office, City Planning Office	100.000 Lekë	This process will improve significantly the image of the town
	C1a1	Organizing of various periodical vocational training courses for the groups in need in the Municipality of Fushë-Arrëz.	Coordination and Development Office, experts of the field.	200.000 Lekë	This will influence significantly in reducing unemployment, which is also one of the main problems in the town.
D- Good Governance	D3b1	Preparation of various project proposals for donors, in order to ensure funds for various projects on social employment targeting various groups in need in the Municipality of Fushë-Arrëz	Coordination and Development Office, experts of the field, etc.	0 Lekë	The project proposals will also be useful for more frequent applications.
		Financing of the annual organization of Participatory Budgeting in the Municipality of Fushë-Arrëz	Finance Office	200.000 Lekë	
D-Qeverisja e Mirë Vendore	D3b1	Financimi i organizimit vjetor të Buxhetimit me Pjesëmarrje në Bashkinë Fushë-Arrëz.	Zyra e Financës	200.000 Lekë	

4.2.5 Action Plan 2012

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A3c2	Realization of annual investments by the Municipality of Fushë-Arrëz, supporting economic activities	Finance Office	200.000 Lekë	This will strengthen the existing businesses and will incite the creation of new ones.
	A3b2	Preparation of technical projects on infrastructures (water-supply and sewage), supporting the new economic activities	City Planning Office, Coordination and Development Office	200.000 Lekë	The projects must be based on the territorial definitions of the Strategic Development Plan and must converge with the new urban plans.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A3b1	Preparation of Partial Detailed Studies	City Planning Office	0 Lekë	This activity might be carried out in collaboration with the city planning office of the Shkodra District, thus enabling the clearest presentation of the Urban Plans context and objectives.
B- Territorial Management	B2a1	Drawing of a cartographic technical study that specifies the sensitive environmental areas in the Municipality of Fushë-Arrëz territory and establishing of the physical improvement interventions needs.	Experts of the related field, City Planning Office, environmental engineers.	200.000 Lekë	This will require the collaboration with environmental engineers and experts of the field. The Working Group will be responsible for the preparation of the action plan as well as for its implementation.
C- Infrastructures	C9a1	Organizing of various periodic vocational training courses for the groups in need in the Municipality of Fushë-Arrëz.	Coordination and Development Office, experts of the field.	200.000 Lekë	This will influence significantly in reducing unemployment, which is also one of the main problems in the town.
	C9a2	Preparation of various project proposals for donors, in order to ensure funds for various projects on social employment targeting various groups in need in the Municipality of Fushë-Arrëz	Coordination and Development Office, experts of the field, etc.	0 Lekë	The project proposals will also be useful for more frequent applications.
	C9a1	Organizing of various periodic vocational training courses for the groups in need in the Municipality of Fushë-Arrëz.	Coordination and Development Office, experts of the field.	200.000 Lekë	This will influence significantly in reducing unemployment, which is also one of the main problems in the town.
	C6a2	Improvement of street lightening in the town's main roads.	Services Office, City Planning Office	100.000 Lekë	This process will improve significantly the town's image.
	C5a3	Periodical organizing and financing of tree planting processes along the surrounding areas of the town.	City Planning Office, Services Office,	50.0000 Lekë	This process will improve significantly the town and its surrounding areas image.
	C5a2	Preparation of the technical project for the construction and maintenance of green areas and crowns around the town of Fushë-Arrëz	City Planning Office, Services Office,	150.000 Lekë	This will serve not only to improve the town's image, but also to expand the green areas in town and in its surroundings.
	C4b1	Preparation of technical projects from the projecting office in the Municipality regarding the forms and ways of physical interventions in kindergartens and schools	School directorates, Coordination and Development Office, Services Office.	0 Lekë	The projects will establish what will be the physical interventions in kindergartens and schools, reconstructions, extensions or new buildings. The projects must be based on the technical evaluation of the objects' existing situation.

C- Infrastructures	C1b1	Starting of the work for the rehabilitation of the Fushë-Arrëz town bypass, thus facilitating the vehicles' circulation in this area.	Contracted company, City Planning Office	250.000 Lekë	This will improve the environmental pollution and will reduce significantly the acoustic pollution in town.
	C1a1	Preparation of specific project proposals, addressed to the potential donors, for the financing of the designing process of Technical Projects concerning roads' reconstruction and physical improvement in the Municipality of Fushë-Arrëz.	Coordination and Development Office, City Planning Office, experts of the field, etc.	100.000 Lekë	The project proposals will be useful for frequent applications. They will be based on the borders proposed in the cartographic materials of the Strategic Plan's Annex. The Municipality can also engage relevant experts for the finalization of these project proposals.
D- Good Governance	D3b1	Financing of the annual organization of Participatory Budgeting in the Municipality of Fushë-Arrëz	Finance Office	200.000 Lekë	
	D2b2	Financing of invitations or announcements regarding the organization of municipality council meetings in the Fushë-Arrëz municipality.	Coordination and Development Office, Finance Office.	100.000 Lekë	This will influence the transparence and the information addressed to the public.
	D2a1	Preparation and distribution of the Fushë-Arrëz municipality newsletter.	Coordination and Development Office, the entire municipality.	100.000 Lekë	This will influence the information and transparence towards the Fushë-Arrëz inhabitants.
	D2a2	Preparation of the annual report of the municipality's activities, investments and interventions made	Coordination and Development Office, the entire municipality.	150.000 Lekë	This will influence the creation of a transparent process and the information addressed to the public.

4.2.6 Action Plan 2013

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A1c3	Facilitation and support for the capacity building of the local farmers in Fushë-Arrëz, in order to improve their work efficiency as well as their productivity.	Coordination and Development Office, Agricultural experts	100.000 Lekë	This initiative will incite the local farmers to increase their product's quality as well as their production capacity.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
A- Development Economic	A3b1	Preparation of Partial Detailed Studies	City Planning Office	0 Lekë	This activity can be done in collaboration with the city planning office of Shkodra District, thus enabling the clearest presentation of the context and objectives of the Urban Plans.
	A3c2	Making of small annual investments by the Municipality of Fushë-Arrëz, supporting economical activities	Finance Office	200.000 Lekë	This will strengthen the existing businesses and will incite the creation of new ones.
C- Infrastructres and Services	C1a1	Preparation of specific project proposals, addressed to the potential donors, for the financing of the designing process of Technical Projects concerning roads' reconstruction and physical improvement in the Municipality of Fushë-Arrëz.	Coordination and Development Office, City Planning Office, experts of the field, etc.	100.000 Lekë	The project proposals will be useful for frequent applications. They will be based on the borders proposed in the cartographic materials of the Strategic Plan's Annex. The Commune can also engage relevant experts for the finalization of these project proposals.
	C2b1	Preparation of technical projects for the improvement of water supply and sewage canalization networks.	Services Office, Technical engineers	0 Lekë	Since the Municipality doesn't have experts for this process, the Coordination Office can contact relevant experts or engineers who will create the cartographic database.
	C2c1	Financing and organizing of trainings necessary to the staff of Water-supply and Canalizations enterprise for the improvement of efficiency and service.	Services and Coordination Office, Development Office	The financing comes from Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
	C4c1	Establishment and consolidation of parents' councils in the schools of Fushë-Arrëz Municipality.	Coordination and Development Office, School directorates, etc.	0 Lekë	

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
C- Infrastructres and Services	C4c2	Organizing of periodical meetings to discuss on the improvement of school facilities in the schools of Fushë-Arrëz	School directorates,	0 Lekë	The meetings can also be organized in collaboration with the Shkodra District and the Education Directorate of Shkodra.
	C5a2	Preparation of the technical project for the construction and maintenance of green areas and crowns around the town of Fushë-Arrëz	City Planning Office, Services Office,	150.000 Lekë	This will serve not only to improve the town's image but also to expand the green areas in town and in its surroundings.
	C6a2	Improvement of street lightening in the town's main roads.	Services Office, City Planning Office	100.000 Lekë	This process will improve significantly the town's image.
	C5a3	Periodical organizing and financing of tree planting processes along the surrounding areas of the town.	City Planning Office, Services Office,	50.0000 Lekë	This process will improve significantly the town and its surrounding areas image.
	C7a1	Obtaining of a land for the enlargement of the public cemetery in the town of Fushë-Arrëz.	City Planning Office	0 Lekë	This process may require expropriation, in the case of the area around the cemetery not being propriety of the municipality.
	C7a2	Financing of the periodical greening of the public cemetery area	Services Office, City Planning Office	50.000 Lekë	This process will improve significantly the town's image.
	C9a2	Preparation of various project proposals for the donors, in order to ensure funds for various projects on social employment addressed to various groups in need in the Municipality of Fushë-Arrëz	Coordination and Development Office, experts of the field, etc.	0 Lekë	The project proposals will also be useful for more frequent applications.
	C9b1	Financing of projects on infrastructure, in the territory of Fushë-Arrëz Municipality, in which are involved groups of people in need	Coordination and Development Office, experts of the field,	200.000 Lekë	The technical projects will precede the various financings or will serve as part of the applications by project proposals.
D- Good Governance	D2a1	Preparation and distribution of the Fushë-Arrëz municipality newsletter	Coordination and Development Office, the entire municipality.	100.000 Lekë	This will influence the information and transparence towards the Fushë-Arrëz inhabitants.
	D2a2	Preparation of the annual report of the municipality's activities, the investments and the interventions made	Coordination and Development Office, the entire municipality.	150.000 Lekë	This will influence the creation of a transparent process and the information addressed to the public.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
D- Good Governance	D2b1	Financing of invitations or announcements regarding the organization of municipality council meetings in the Fushë-Arrëz municipality	Coordination and Development Office, Finance Office.	100.000 Lekë	This will influence the transparence and the information addressed to the public.
	D3b1	Financing of the annual organization of Participatory Budgeting in the Municipality of Fushë-Arrëz	Finance Office	200.000 Lekë	
F- Financial Resources	F2b1	Organizing of competitions and fairs at regional level, inviting various businesses and entrepreneurs as well as promoting the investment potentials and possibilities in this Municipality	Coordination and Development Office,	200.000 Lekë	These competitions and fairs will serve to promote the municipality of Fushë-Arrëz

4.2.7 Action Plan 2014

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
C- Infrastructureand services	C2c1	Financing and organizations of trainings necessary to the staff of Water-supply and Canalizations enterprise for the improvement of efficiency and service	Services Office, Coordination and Development Office	The financing provided through Intercooperation	The training modules can be prepared and finalized by Intercooperation Albania.
	C3a1	Developing of a technical study for the designation and evaluation of a place for the establishing of an engineered landfill for the depositing and treatment of urban waste in the Municipality of Fushë-Arrëz in collaboration with the Municipality of Puka authorities and with the coordination of Shkodra District.	Services Office, Technical engineers, Shkodra District, adjacent Municipalities and communes	200.000 Lekë	Considering the vicinity with Puka town, the solid waste of these two towns will be deposited in a new dumpsite area that can be located midway between the two towns. It is necessary for the Municipality to identify a temporary depositing point in its territory, until the estimation of the real costs and procedures of the common landfill.
	C4c2	Organizing of periodical meetings to discuss on the improvement of school facilities in the schools of Fushë-Arrëz	School directorates,	0 Lekë	The meetings can also be organized in collaboration with the Shkodra District and the Education Directorate of Shkodra.

Development Objectives	Code	Interventions proposed	Actors responsible	Indicative Budget	Explanation
C- Infrastructureand services	C5a2	Preparation of the technical project for the construction and maintenance of green areas and crowns around the town of Fushë-Arrëz	City Planning Office, Services Office,	150.000 Lekë	This will serve not only to improve the town's image but also to expand the green areas in town and in its surroundings.
	C5a3	Periodical organizing and financing of tree planting processes along the surrounding areas of the town	City Planning Office, Services Office,	50.0000 Lekë	This process will improve significantly the town and its surrounding areas image.
	C6a2	Improvement of street lightening in the town's main roads.	Services Office, City Planning Office	100.000 Lekë	This process will improve significantly the town's image.
	C7a2	Financing of the periodical greening of the public cemetery area.	Services Office, City Planning Office	50.000 Lekë	This process will improve significantly the town's image.
	C9b1	Financing of projects on infrastructure, in the territory of Fushë-Arrëz Municipality, in which are involved groups of people in need.	Coordination and Development Office, experts of the field.	200.000 Lekë	The technical projects will precede the various financings or will serve as part of the applications through project proposals.
D- Good Governance	D2a1	Preparation and distribution of the Fushë-Arrëz municipality newsletter.	Coordination and Development Office, the entire municipality.	100.000 Lekë	This will influence the transparence and the information addressed to the Fushë-Arrëz inhabitants.
	D2a2	Preparation of the annual report of the municipality's activities, the investments and the interventions made	Coordination and Development Office, the entire municipality.	150.000 Lekë	This will influence the creation of a transparent process and the information addressed to the public.
	D2c1	Financing of invitations or announcements regarding the organization of municipality council meetings in the Fushë-Arrëz municipality.	Coordination and Development Office, Finance Office.	100.000 Lekë	This will influence the transparence and the information addressed to the public.
	D3b1	Financing of the annual organization of Participatory Budgeting in the Municipality of Fushë-Arrëz	Finance Office	200.000 Lekë	
F- Financial Resources	F2b1	Organizing of competitions and fairs at regional level, inviting various businesses and entrepreneurs as well as promoting the investment potentials and possibilities in this Municipality.	Coordination and Development Office,	200.000 Lekë	These competitions and fairs will serve to promote the municipality of Fushë-Arrëz

4.3 Monitoring Scheme and Indicators

The successful implementation of the Strategic Plan in the Municipality of Fushë-Arrëz needs the consolidation of a periodic monitoring and evaluation system. This way it provides the possibility to identify problems that might be encountered during the implementation of the Strategic Development Plan and to determine the necessary changes or adaptations. The Strategic Development Plan refers to a short period of time (2008-2014); therefore it is very important to be supplemented with continuous process of evaluation and required adaptations.

The Strategic Development Plan is a document that serves mainly to Fushë-Arrëz Municipality, thus implementation and evaluation are naturally to be executed according to functioning and planning processes of local authorities. This is also the case for the synchronization of the activities proposed according to elections phases at local level in Albania. In this way the revision of the Strategic Development Plan proposals as well as monitoring of implementation go along same line with annual planning and budgeting different stages of municipal staff.

The Law on Public Finances clearly states that preparation of Budget document for the three following years is a process that must be finalized every July of each year. This Budget Project is based on the Government Guideline on the preparation of the Budget Project of all the local units for the June-July period. It makes a prevision of the expenses and investments of the Municipality of Fushë-Arrëz for the three following years, while the Budget Plan, which is prepared and approved by the Local Council and the Prefecture of Shkodra by December, deals only with the successive year. The preparation of the Investments Project for the Grant Competition Funds is a process that must by terminated by November 1st of each year. The annual Budget Plan is open to include these projects in its structure.

The Proposed Monitoring Scheme:

Proposed Activity	Time Frame (annually)	Actors in Charge	Relevance to Annual Municipal Planning and Budgeting
The 6-month evaluation of the SDP Action Plan activities. Preparation of the Progress Report	April - May	Coordination and Development Unit	Based on the 6-month results, the Municipality can determine the changes in the Budget Preparation that will be submitted in July.
Public meetings with the citizens participation on SDP implementation results	June - July	Coordination and Development Unit	They influence the necessary adaptation of the activities in the final Budget Planning
Municipal staff meeting to discuss SDP progress and necessary changes.	October - November	Coordination and Development Unit – Mayor	The meeting will finalize the necessary changes and adaptations of the Activity Plan that will be reflected in the new annual Budget during December.
Annual meeting for the SDP Evaluation and Monitoring. Preparation of the Annual Report	November	Coordination and Development Unit – Mayor	The final meeting precedes the finalization and submission of the Municipal Annual Budget.

At the end of each evaluation period, the Working Group must prepare a summary report which will be submitted to the Municipal Council Fushë-Arrëz. Afterwards they reserve the right to request additional report if necessary evaluated.

[5] The budget for 2006, according to the data in chart results higher than the budget shown for Fushë-Arrëz in this table, especially in the 'state budget' component, which can be explained with the preparation period of the municipality budget-draft and the factual budget realized for 2006.

STRATEGIC
DEVELOPMENT PLAN
OF FUSHË-ARRËZ MUNICIPALITY