



Regional Development Concept

Lezha Region
June 2010

gtz



KËSHILLI I QARKUT
LEZHË

CONTENTS

EXECUTIVE SUMMARY	3
METHODOLOGY	3
LEZHA REGION	6
1 INTRODUCTION OF LEZHA REGION	6
2 SUMMARY OF ANALYSIS FOR LEZHA REGION	8
VISION, GOALS, PRIORITIES	12
3 VISION	12
GOALS, PRIORITIES AND RELEVANT INDICATORS	13
IMPLEMENTATING MEASURES AND TIME FRAME	16
4 IMPLEMENTATING MEASURES, TIME FRAME AND SPECIFIC INTERVENTIONS	16
THE FUTURE	ERROR! BOOKMARK NOT DEFINED.
ANNEXES	27
ANNEX I. LIST OF STRATEGIC DOCUMENTS AND PLANS	27
ANNEX II.GOALS, IMPLEMENTATION MEASURES, INSTITUTIONS IN CHARGE AND COSTS	28

EXECUTIVE SUMMARY

Regional development is one of the key initiatives that lead to a sectoral planning within a broad development policy framework. Lezha region has already completed such initiative. In elaborating the first regional development concept, we have marked the first step towards the future plans of regional development.

It is quite obvious that we intend to develop into a region that is attractive to the business and foreign investments; we want to be recognized for the dynamics of the agribusiness supply chain and the rapid infrastructural growth. Actually, tourism is a source of opportunities provided that it is based on our natural resources and the historical and cultural heritage. Human resources and a trained and skilled administration will lead to the attainment of our goals.

This document has the following goals:

1. Access of citizens in the education and culture public services, by increasing the range of services and infrastructure throughout the region and for different social groups;
2. Development of the business through the organization and promotion of collaboration and coordination of the various regional and national initiatives;
3. Agribusiness development through the attraction of biggest industrial capacities;
4. Development of housing infrastructure;
5. Consolidation of a positive, transparent and supporting relation with the regional community.

The Regional Development Concept is a document that underlines the vision and goals, describing the ways how to attain them. It is impossible for the Regional Council alone to bring progress or to be a development factor; let alone to drive us towards such efforts unless we are all motivated to do it. This is why we need you. Each and any of you should help this region to become what it can and will become. The Regional Council will provide assistance to the local communities and other regional development stakeholders from all fields to identify solutions and will help to raise the funds for the implementation of ideas.

Relevance, feasibility and sustainability will be the first and foremost communication points. We will support anyone in the development of those projects that are in line with the goals of the region, aimed at having an impact on its development. As a result of the lack of funds, sustainability would not have to be the only component, but one of the key issues in quality assessment.

We can and will make it. This is the plan according to which we will pursue our objective. In the future, a series of meetings, seminars and workshops will be organized on project development. Join us! Your help to make our living better will be a serious work that will give us satisfaction. We can bring satisfaction and work together in one and this is what we are going to show to everyone

METHODOLOGY

The Regional Council of Lezha, supported by the German Technical Cooperation (GTZ) GmbH, has made a several-year effort to elaborate the current Regional Development Concept, which will serve as the main strategic document during the 2010-2015 period. Following the 2007 Cross-cut Strategy on Regional Development of the Albanian Government, the development of the Regional Development Concept included a large participation and consultation with a variety of the concerned parties. The working process was based in collecting the other regional strategic documents, from those at the municipal level to the cross-border documents. Additional expertise was provided by two international experts from Germany and Slovenia. The whole process has been led in parallel by and in cooperation/co-participation with Shkodra Region. The entire work for Lezha has been organized by the administration of its Regional Council.

Collection of existing strategic documents

The region availed of a number of existing strategic documents, from the municipal development plans to the very detailed Lezha-Shkodra Regional Plan 2005-10” (known as EPTISA). The collection of all these documents took place early in the process and a brochure containing a summary of each of the strategic documents was published and made available to all the interested parties. Thus, they were able to use existing know-how as a basis for their discussions. The Regional Development Concept does not pretend to start everything from the scratches, but to bring together all pre-existing ideas under a common frame designed by the interested parties.

Organization of the participation of interested parties

A series of workshops were organized during 2009 under the facilitation of an international expert and facilitators from the regional administration, who had been trained by GTZ. Launched in a public activity in 2009, the process was open to all the interested parties in the region. Participants from the civil society and the private sector were invited to participate together with representatives of the regional, communal and municipal administrations. In this way, we made use of the local knowledge, sectoral expertise and interests of the inhabitants.



Discussions related to the strengths and weaknesses of the Region took place in separate working groups divided according to the following topics:

- Economic development and infrastructure
- Education, health, culture and social issues
- Tourism, agribusiness, fishery, forests
- Alternative energy and environment

Subsequently, the interested parties in the workshop developed the leading vision, prioritized the goals and project ideas, including the possibility for cross-border interactions and cooperation with Shkodra Regional Council.

Completion and official approval

The Regional Council administration, composed of a core group headed by the director of the Programming and Development Office, was in charge of drafting the Regional Development Concept, incorporating the revised measures, timelines and cost estimate. The process included consultations, in order to collect data from the experts of the region. The final feedback was taken in the course of a public activity organize together with Shkodra Region. The Regional Development Concept was approved on 17 September 2010 by Lezha Regional Council.

Participation and representation

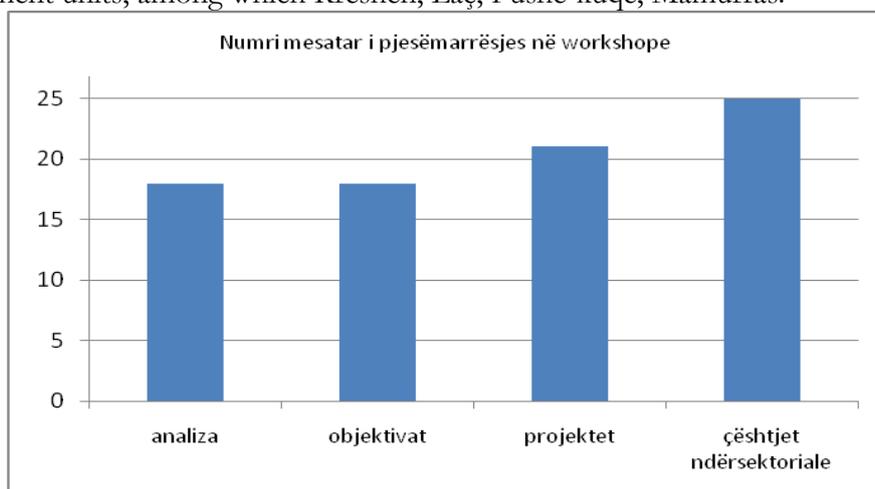


The participation rate in workshops was about 15-25 persons. The participation according to the planned ratio 1/3 - 1/3 - 1/3 for the public sector, the private sector and civil society was difficult to achieve.

In particular, participation from the private sector could have been higher, but this kind of public-private sector dialogue is a novelty and the business is not yet clear about the benefits coming with this process.

In the meantime, the participation of women in the process was satisfactory.

Young people were invited to present their ideas in a separate workshop, which resulted in highly useful. Another priority of the process was the participation of interested actors from different local government units, among which Rreshen, Laç, Fushe-kuqe, Mamurras.



LEZHA REGION

1 Introduction of Lezha Region

Situated in north-west Albania, Lezha Region is composed of five municipalities, 16 communes, 9 cities and 170 villages. It counts a population of 216,006 inhabitants. Lezha Region has a surface area of 1,588.4 km² and is bordered by Shkodra Region north, Kukës and Dibra regions northeast, east and southeast, with Durres Region south and it is situated along the Adriatic in west, with a coastline of 38 kilometres. Lezha's landscape is composed of a mountainous area in the east (65%) and lowlands in the west (35%). The majority of the population lives in rural areas (around 60%), whereas 40% live in urban centres.

Lezha Region

Population: 216,006 inhabitants

Districts: Lezha, Kurbin and Mirdita

Center of the Region: Lezha



The geographic position of Lezha Region at the heart of the main transportation roads that link north with the south and east with west, as well as its vicinity with the main seaports, such as Durres and Shengjin (the latter is part of the region), makes the region quite attractive and easily accessible not only at the national level but also for the neighbours, including Italy, Montenegro, Kosovo, Macedonia and Greece. Other important elements for the development potentials of the region are also the numerous sources of drinking water, railway lines extending up to Montenegro, the air transport, considering the close distance with Mother Theresa International Airport and Gjader Airport, which has not yet become operational.

Lezha is one of the regions with a significant strategic potential, valuable natural and historical assets, archaeological sites, religious buildings, cultural monuments and national historical values.¹

These resources are located in wide variety across the territory, including the rich water sources in rivers (Drin, Gjader, Fan i madh, Fan i vogel, Droje, Urake and Mat), near the Adriatic Sea, as well as mountains and hills that contain a considerably rich flora and fauna that adds to the economic interest and tourism potential of the zone both for the Albanian and foreign citizens. Such potential is extremely important for this region and, at the same time, attractive for the investors and visitors, taking into account that within a relatively small range the region offers

¹ The administrative centre of Lezha Region, the city of Lezha, dates back to 385 B.C. and has important historical and cultural values (including the tomb of the national hero Gjergj Kastrioti Skenderbeu, Lezha Castle, etc.)

excellent opportunities for the development of the sea, cultural, mountain tourism, agriturism, etc.

Lezha Region has been a mainly industrial (mines, food and chemical industry) and agricultural economy until early in 1990s. With the beginning of the democratic and political, social and economic transformation processes, the region started to face significant challenges in its switch over to an open market economy, which is currently based on the construction materials and activities, agriculture and fishery. Regardless of its progress and development, Lezha Region has a relatively high unemployment rate of 24.2%, which is 10.7% above the average on a national scale. On the other hand, 56.6% of the employed people work in the private sector, whereas 43.4% in the public (state sector), which shows that the development of the private sector is not yet satisfying as compared to the importance the public sector has as a source of household incomes.²

There are at least 2,978 private companies operating in Lezha, of which, almost 85% are small and medium enterprises (SME). Considering the actual employment opportunities provided by the private sector, as well as the expected development trends in various fields and sectors, such as the processing industry, tourism or services for private companies, it is important to underline the potential for sustainable development Lezha Region has. This is essential in the current context of reforms aimed at enhancing the business environment through the facilitation of the licensing and registration procedures (one stop shop), attraction of direct foreign investments in the field of energy, industry (construction of the industrial park), tourism or services and other economic activities based on the potential exploitation of the natural resources and other benefits.

In addition to partnerships with regional and national stakeholders, socio-economic developmental challenges impose inevitably the consolidation of cooperation with the relevant development stakeholders in the region above all, but also with partners of neighbouring regions with which Lezha shares common problems, advantages and opportunities. Shkodra region is in such context which Lezha has been traditionally linked with. This cooperation, which has been somehow preferential as compared to other regions, should be conceived as a partnership forged between two regions which not only share the common problems and opportunities, but are also complementary in different sectors. Thus, both regions are well-known for their historical and cultural monuments and values, for their significant natural resources, the outstanding potential for economic development and for being key points in communicating with northern neighbours (Montenegro) and north-eastern neighbours (Kosovo), which may be considered as strategic potentials for the country. On the other hand such complementing nature is manifested in various areas of the priority sectors for both regions, such as tourism, agriculture and fishery, services, etc.

² Data from the Institute of Statistics (2009). See www.instat.gov.al

2 Analysis Summary for Lezha Region

Regional Development Concept of Lezha Region is based on and guided by a comprehensive approach which considers the current problems and future challenges in a multisectoral context and with components that have intertwined development and impact. The analysis of the current situation and challenges for a sustainable socio-economic development of the Region takes into account among other things the key messages conveyed by regional stakeholders and partners in the framework of the consultation process.

This comprehensive process, led by the Regional Council, has identified the following priority sectors which not only are the focus of the main economic and social activities, but also of the citizens' expectations and the most important regional potentials in function of the harmonized socio-economic development:

❖ Economic development, infrastructure and spatial planning

Reforms in the licensing system in accordance with the demands of the community, the positive climate to attract foreign investments, the completion of the privatization process, construction of the industrial parks, etc. are viewed as strengths in the growth of the local economy. The rational use of the natural resources and the mining industry, the standardization, certification, accreditation of goods, the creation of a regional branding should be considered with priority in the future. The key sectors for the development of the regional economy are the agribusiness, forestry and timber products, fishery, mountain and sea-based tourism, light and mining industry and company services.

The sustainable development of the region is based on the estimate of the potentials of the capital (human, natural, institutional) and on the possibilities to develop them in a way such as to gain grounds in the competition with other regions. The regions of Lezha and Shkodra are fortunate to have a spatial regional plan drafted with the expertise of EPTISA International Group, which defines the methods to be applied by the public sector in order to influence the distribution of activities in space for a 20-year period. This document has been serving as a basis for drafting urban plans and development master plans for the area. It is quite imperative to draft strategic urban plans for the entire region based on the EPTISA and ELPA plans. Master plans in the field of tourism and alternative energy are critical to sustainable development.

❖ Tourism, agribusiness, forestry and fishery

As mentioned above, the very geographic position of the region, its flora and fauna, the climate and rich natural resources offer appropriate conditions for the development of agriculture, agribusiness, tourism and other economic activities related to forestry, fishery, etc. On the other hand, there are considerable problems and challenges to be addressed in each of the sectors, starting with the harmful interventions in the ecosystem, the erosion, lack of infrastructural investments to increase agribusiness, promotion of regional brands, encouragement of the processing industry of agricultural products and fishery, exploitation of the position of the region and the linking ways via land and water, etc., in function of the economic development and tourism in particular; encouragement of foreign investments and exploitation of the internal capital of this sector in line with the demands and the social, economic and environmental challenges.

❖ Environment and energy

The implementation of efficient economic, social and environmental policies is the best way to achieve progress in the field of environment, given that the economic resources, the civil community and the interaction environment constitute the most important asset of any organized socio-economic-political form. Lezha Region has a significant natural heritage. The improved legislation, the establishment of legal standards and obligation for the protection of the environment, compilation of environmental action plans in some local government units, the civil society role particularly in raising public awareness etc., are providing increased guarantees for a sustainable development in this sector. On the other hand, it is worthwhile mentioning that the legacy of hazardous residues from the industrial activity before the 1990s, the “hotspots”, the inappropriate waste management, the misuse of agricultural land, the chaotic urban development, deforestations, high soil erosion, overexploitation of underground waters, degradation of the protected natural zones and the impoverished of biodiversity, the decrease of air quality in urban areas are some of the main environment-related issues Lezha Region is faced with. Other factors to be taken in serious consideration include institutional capacity building, enhancement of expertise and technical and financial assistance, in order to reduce, address or benefit from the consequences of climatic changes, which are quite evident in Lezha Region. Every approach towards addressing such problems will be based on harmonized interventions to protect the environment and meet the needs for socio-economic development.

Rich in water resources and with a favourable position and landscape for the energy sector, Lezha Region constitutes a very attractive area for investments in this field. Actually, renewable energy is one of the priorities at the national level and Lezha Region is considered as one of the best areas for sustainable developments in this regard. Being closer to the needs and problems of local communities, the regional partners and stakeholders may and should be actively involved not only in shaping the future prospects of the community and the region, but also in offering their own contribution to such processes.

❖ Culture and Education

Viewed in the historical perspective, Lezha Region has been the place where the first Albanian-language schools since the 17th century. The true history of education starts in this education-friendly oasis in Kurbin, Pllana, Blinisht, Vela, and later in Troshan, etc. Changes in the socio-economic plan, the demographic movements and lack of the right attention on the infrastructure of this sector and on the teaching standard in general have significantly affected the education quality during transition. Challenges in this sense are not only related to infrastructural investments, but also to the drafting of an education and vocational training strategy to meet the demands of the regional market.

Lezha Region is also well-known for the cultural and historical riches and values, which constitute a significant driving potential for other sectors and aspects of the socio-economic life. Considering that they are also national historical values, there is much room for improvement as far as the attention towards them is concerned.

❖ Health and Social Issues

Identification and analysis of the situation both through the statistical data and workshops indicates a rational distribution of the hospital and public health facilities in the region. Improvement of the service quality and infrastructure, the fight against corruption in the health system, coverage of the rural areas by the pharmaceutical service, etc., are among the challenges in this field.

The internal demographic movements and the transition-related phenomena (poverty, social problems of certain age groups, categories, etc.) have had a significant impact in field of social affairs, leading to a shift of attention towards the creation of the needed conditions and infrastructure for a better social life. In this context, the support and establishment of the centres that provide social and educational services to young people and other categories constitute one of the development alternatives of the sector, with focus on the quality and coverage of services.

❖ **Citizen-oriented governance and the intra and interregional context of cooperation and partnerships**

Last but not least, this priority focuses on the role of the public regional stakeholders – Regional Council and local authorities – their relations with the community, the key regional stakeholders, partners in neighbouring regions and their leading role in the development of socio-economic policies in the region. A significant number of programmes of assistance for the local government have focussed their support on such interactions and good governance practices, which are considered as crucial to sustainable outcomes in the vision of the Regional Council. Although the internal immediate challenges have been the ones to exercise the most of pressure in the course of transition, the last years mark a heightened awareness towards the capacities of all stakeholders to ensure a good governance system oriented towards the communities and the socio-economic challenges they are faced with. Definition of responsibilities, efforts and allocation of resources under a comprehensive approach based on the interaction of stakeholders in and out of the region constitute a key component that will be on continuous focus.

Young people and their development prospects

Vision 2020

The development priorities and prospects of Lezha and Shkodra Regions were focus of discussions among youth representatives of the two regions in a regional workshop. The vision of the new generation – students, youth organizations, etc. – see Lezha and Shkodra regions as part of the European family in the next decade, with a sustainable development, well-functioning institutions and consolidated cooperation.

One sentence describing the REGION according to young people ...
Administrative and territorial unit which has great development potential in tourism, agriculture and energy...BUT with minimum use and mismanagement of resources.

Problems of the region

Some of the main identified problems included the lack of youth centres, poor infrastructure, poor marketing, lack of citizen awareness, failure to involve young people in providing new ideas, lack of specialized people within the administration, lack of motivating teaching methods, lack of cultural activities, overloaded curricula, failure of using natural resources properly, urban chaos, poor management of public funds, environment pollution, failure to exploit the industrial area, lack of long-term policies, lack of planning, missing cooperation, poor school infrastructure, deforestation.

Problem resolution:

In the context of an action plan integrated with the local and regional policies, some of the project ideas young people would want to see included are the following:

- Lighting, traffic signs and sewerage
- Application of contemporary methods.
- Joint projects between the youth and municipality.
- Summer school. Establishment of youth centres.
- Promotion of tourism areas through brochures, posters, websites.
- Public awareness raising, placement of dustbins and establishment of landfills.
- Merit-based testing, training and selection
- Political encouragement for the reconstruction of the industrial area, maintenance of forests and increase of forest areas
- Communication and transparency with the public on various projects

How to use strengths

- Long-term planning of natural resources and participation of main stakeholders in the planning process
- Conservation of natural resources, prevention of exploitation with no criteria
- Cooperation among operators
- Support for the sports from the responsible institutions and the establishment of sport academies.
- Cultural competitions among schools.
- Organization of fairs.
- Creation of proper conditions for outdoor sports, e.g., ski and ice skating.
- Promotion of cultural and natural values.
- Encouragement of investments
- Efficient management of human resources.
- Supporting of local products.

Lezha and Shkodra Region

STRENGTHS

Natural and cultural heritage, sport, tourism, human capacities, economy, mining and energy resources, active youth, tradition, industry, transport, vitality, mediterranean climate

VISION, GOALS, PRIORITIES

3 Vision

All-inclusiveness (stakeholders and sectors) and prioritization (based on resources and possibilities) have been two of the essential components in drafting a clear, realistic and measurable strategy for Lezha Region. In this sense, the contribution of the relevant stakeholders and their realistic expectations presented in the course of preparatory consultations for the regional development concept of the Region constitute the main pillars that shaped our vision on Lezha Region. The dynamics of the concept implementation process will continue to be guided by the same inclusive and sustainable approach.

Vision:

Lezha Region, an attractive spot for business activities and foreign investments, a favourable environment to coordinate with other regions in North Albania, capable of managing human and natural resources.

Lezha Region, a place with an intensive dynamics of the agricultural supply chain and rapid development of the business supporting infrastructure aimed at increasing life quality and a harmonized tourism development.

The local administration of Lezha Region possesses management skills to promote novelties in the process of sustainable development of the region.

4 Goals, priorities and related indicators

Based on the vision of the Region on the aimed socio-economic context of Lezha Region, the Regional Development and the process of all-inclusive consultation that preceded the document is guided by a realistic and ambitious approach in setting out the development goals, in respect of the highest priority challenges that condition a sustainable socio-economic development. This approach also led to the drafting of the framework of Concept's implementing measures in a mid-term period, which has not only been based on the immediate challenges, but also on the long-term vision for the Region. The monitoring of the progress and assessment of the impact and comprehensive efforts towards the attainment of the established goals remains one of the key and most important elements, in particular to ensure an implementation process which is realistic, measurable and flexible on line with the dynamics of the situation and the possibilities for improvement.

In function of achieving the vision and with the aim to initiate the first implementation stage of the Regional Development Concept, the Region and its regional development partners will work towards the following objectives of regional development and management:

1. Public services of quality in the field of education and culture, which are easily accessible by the public and present throughout the region, in particular for different social groups

Addressing this priority remains a key component of our vision, mainly for the quality of life of the inhabitants of the region, to ensure equal access and opportunities for all the social groups. It is equally important in the context of economic development and exploitation of the regional potential for tourism. In function of attaining such goal, the implementing measures and efforts of the regional development partners will focus on the following concrete achievements, which, at the same time, play the role of success indicators and of the monitoring and evaluation basis:

- a. Coverage/extension, improvement and organization of social services throughout all the communes and municipalities of the Region, in coordination with other assistance services, in order to assist developments in the related sectors;
- b. Development of the education system and vocational training programmes open to all social groups, with the aim to achieve inclusion of 30% of the population above 28 years of age in different types of education;
- c. Promotion of the opportunities and potential of the cultural and historical heritage of Lezha Region with at least two regional tourism products marketed in Macedonia, Kosovo, Montenegro and Serbia.

2. Development of the private sector through the organization and promotion of business cooperation, as well as through the coordination of different driving factors at the regional and national level.

Economic development and an attractive business environment remain the focus of any effort for the development of the region. Consequently, the consolidation of the private sector has been placed among the key priorities of the development concept of Lezha Region, by ensuring coordination not only for the exploitation but also for the conservation of the natural resources and other potentials of the region. In this context, the implementing measures for this goal will aim at the following measurable results:

- a. Identification and planning of business zones in full accordance with the legal framework on licenses and the required planning documentation. Specifically,

more than 50% of the industrial activities will concentrate in the determined areas for the activity of economic operators, leading to a significant improvement of the life quality in the central or peripheral residential areas, while preventing negative impact (noise, pollution, etc.);

- b. Establishment of the one stop shop (business incubators) for the development of business, with at least 20% participating operators in the region and the activity of a minimum of two companies in the region marketed outside the regional territory.

3. Further development of agriculture and agribusiness linked in a network with greater industrial capacities

Agriculture and the processing industry of agricultural products remain among the key economic activities of the region and, at the same time, among the most important development factor. The most immediate challenges this goal presents are not only the current production and processing capacities, but also the scarce human capacities and opportunities for qualitative training programmes. Specifically, the work towards such goal will be aimed at accomplishing the following results:

- a. The Regional Council will encourage initiatives for the organization of a product/market to include at least a total of 30 small producers of agricultural products to be marketed and sold;
- b. Consolidation and increased coverage of vocational training programmes for the agribusiness, which will be attended by at least 100 people in five years. The training curricula should include also the concepts of climatic changes, factors that have an impact on agriculture or other related sectors.
- c. Expansion of the network of the protected areas in the Region within the representative network from 1,080 hectares or 10.8% of the forest surface area to 23,200 hectares or 25%.

4. Enhancement of the infrastructure as a requisite for improving the chances of the socio-economic life and as a driving factor of coordination with other sectors, such as the energy one

The establishment of a qualitative infrastructure in function of the living standard and business development is considered as a component with a multidimensional impact in the Regional Development Vision, which affects the community of residents and the private sector in the Region. Currently, among the most immediate needs are those related to the primary infrastructure that ensures a satisfactory living standard and an appropriate environment for the economic activities. On the other hand, in this context, such infrastructure will be interlinked with current plans to exploit the energy potential of the region, as one of its most attractive sectors. The implementing measures for this goal will focus on the following outcomes:

- a. Improvement of the water-supply and sewerage system and coverage of 70% of the population and no less than 90% of the business area in the Region with this service;
- b. Support for the implementation of investing strategies in the energy sector in the Region, in order to meet 5% of the demands of the Region from the alternative energy resources;
- c. Improvement of internal existing roads and asphaltting of the new ones, mainly in tourist directions. Construction projects for the new infrastructure should take in consideration also the impacts of the expected climatic changes and the sea level.

5. Consolidation of a positive, open and supportive relation with the community of residents in the Region, as well as encouragement of efficient intra and interregional collaboration partnerships

Last but not least, this goal of the Regional Development Concept targets perhaps the most important link for a good, transparent and all-inclusive governance throughout Lezha Region. In respect of good practices for a citizen-oriented governance, as well as considering the demands of the community for a rich social life for different categories and age groups, the Region will focus on the realization of such indicators (subject to monitoring and success evaluation):

- a. Increase of recreational possibilities for different social groups; at least in a multi-functional centre with a variety of services: libraries, computer halls, meeting spaces for clubs (reading, music, sport, etc.) and associations;
- b. The region will have at least three natural sites and options for outdoor visits, visits in coastal zones and facilitated access in the historical and cultural heritage.

Particular importance in the framework of the implementing measures will be given to the advantages of cooperation with Shkodra Region, by sharing the responsibilities and resources to ensure a sustainable regional development in many perspectives.

Project examples:

- Construction of a house for the elders
- Construction of a centre for people with disabilities

5.2.2. Development of education and vocational training services in the main centres of the region

The investment in capacity building aimed at sectoral enhancement marks the following measures for such sectors. The same as for the other measures, the regional partners will focus on their continuous implementation as below:

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
B. Edukim, kulture, shendetesi e perkujdesje sociale																														
2. Zhvillimi i sherbimeve te edukimit dhe te trajnimit profesional ne qendrat me te rendesishme te rajonit																														
2.1. Analize e njohurive dhe aftesive te nevojshme																														
2.2. Pergatija e curiculave per programin e trajnimit dhe te edukimit																														
2.3. Perzjedhja e organizatave per zbatimin e curiculave																														
2.4. Aplikimi per fonde te donatoret (program dhe paisje)																														
2.5. Zbatimi i programit te trajnimit dhe te edukimit																														
2.6. Vleresimi i programit dhe berja e ndryshimeve te nevojshme																														
2.7. Vleresimi i rezultateve dhe impakteve																														

Project examples:

- Construction of campuses in the three main cities
- Construction of a multifunctional centre
- Vocational training for electrical and mechanical specialists
- Vocational training on market and tourism management
- Course of English Language
- Training course on handicraft skills

5.2.3. Development of tourism products through values of cultural heritage

A concrete intervention as part of such measure not only provides added value to the management and promotion of cultural assets and resources, but it also creates the required prerequisites for their exploitation in the context of tourism development.

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
B. Edukim, kulture, shendetesi e perkujdesje sociale																														
3. Zhvillimi i produkteve turistike duke u mbeshtetur ne vlerat rurale dhe te trashegimise																														
3.1. Percaktimi i burimeve turistike dhe te trashegimise dhe kuptimi i mundesive te tregut ne Lezhe dhe Shkoder																														
3.2. Hartimi i masterplaneve per menaxhimin e destinacioneve turistike dhe planet per menaxhimin e vizitoreve																														
3.3. Pergatija e produkteve turistike dhe percaktimi i organizatave zbatuese																														
3.4. Promovimi i produkteve te bizneset lokale dhe banoret																														
3.5. Aplikimi per fonde per pergatjen perfundimtare dhe zbatimin e produkteve																														
3.6. Zbatimi i projekteve dhe zhvillimi i destinacioneve																														
3.7. Promovim ne tregjet e huaja																														
3.8. Vleresimi i rezultateve dhe impakteve																														

Project examples:

- Restoration of Lezha castle and the reconstruction of the road to the castle
- Construction of the regional ethnographic museum
- Reconstruction of Miredita museum
- Tourism Information Office

5.2.4. Regional Networking Centre

One of the main social development components is also the extent of services and opportunities provided to meet the needs and demands for a qualitative social-cultural time, not only for the residents, but also for the visitors of the region. Consequently, the implementing measure is aimed at enhancing service “supply” at the multifunctional cultural centres.

Afati kohor	2010				2011				2012				2013				2014				2015				2016	
	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	2016
4. Qendra 'Networking' rajonale																										
4.1. Kuptimi i mundesive per hapjen e qendrave kulturore ne rajon																										
4.2. Pergatitja e permbajtjes se qendrave kulturore																										
4.3. Aplikimi per financim ne fondet kombetare																										
4.4. Zbatimi i projekteve																										
4.5. Vleresimi i rezultateve dhe impakteve																										

Project examples:

- Establishment of multifunctional centres in the cities
- Purchase of equipment for health and social care centres

5.3. Economic development and infrastructure

Being subject to the responsibility and focus of many stakeholders, the economic development and necessary infrastructure that enables an efficient operation of the business constitutes one of the key interventions, which requires coordination with all the institutional stakeholders. On the other hand, aware of the current capacities in this field, we foresee the implementation of the two following intervention:

5.3.1. Establishment of business zones and related infrastructure

A concrete intervention in this respect will have a direct impact not only on the business, which will avail of a centralized network of supporting services, but also on the community and the environment. The implementation of such effort would require constant efforts by the region and other stakeholders.

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
C. Zhvillimi ekonomik dhe infrastruktura																														
1. Percaktimi i zonave te biznesit dhe infrastruktures perkatese																														
1.1. Studim fizibiliteti per zonimin																														
1.2. Zonim ne planet hapasinore																														
1.3. Pergatitja e projekteve te infrastruktures																														
1.4. Zbatimi i projekteve te infrastruktures te lidhura me zonat e biznesit																														
1.5. Pergatitja e projekteve per infrastrukturen lokale (rruge, sipërfaqe te gjelberta, stacione autobusi, parkingje, rruge per bicikleta)																														
1.6. Zbatimi i projekteve te infrastruktures lokale																														
1.7. Mbushja e zonave te biznesit																														
1.8. Vleresimi i rezultateve dhe impakteve																														

Examples of projects:

- Tree planting in public spaces
- Shengjin avenue
- Parking spaces in Lezha and Shengjin
- Projects of roads pedestrian bridges in tourist areas with traditional materials
- Complex study of the main tourism hotspots, such as Kroi i Bardhe, Bjeshka e Oroshit, etc.

5.3.2. One stop shop

Full operation of the one stop shop system, a measure with a significant impact on the improvement of the business climate, is one of the region's priorities in the field of economic development. The process of implementation will be continuous and subject to efficiency evaluation on the basis of the relevant indicators.

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
C. Zhvillimi ekonomik dhe infrastruktura																														
2. One stop shop																														
2.1. Bashkepunimi me partnere private (banka, institute sigurimesh) dhe autoritete shtetore per te strukturuar projektin																														
2.2. Pergatitja e planit te biznesit per One stop shop																														
2.3. Aplikimi per financim ne fonde kombetare dhe te tjera																														
2.4. Punime ndertimore, blerja e paisjeve																														
2.5. Venia ne pune e 'One stop shop'																														
2.6. Vleresimi i rezultateve dhe impakteve																														

Project examples:

- Purchase of equipment for the *One stop shop*
- Service incubator for SMEs

5.4. Environment and Energy

Considering the significant natural resources, the development potential in the energy sector and the impact produced on other priority areas, Environment and Energy will be two sectors that will draw the attention of regional stakeholders, not only in the mid-term period, but beyond as

well. Their complex nature and the particularly high scale of required investments (for example, the environment is one of the highest-cost chapters in the EU approximation process), will lead regional stakeholders to use internal, national opportunities and the European assistance

5.4.1. Management of visitors in the protected areas

The improvement of the situation and preservation of protected areas is a priority on focus of attention, along with the opportunities such natural assets provide in the region as attractive hot spots.

Afati kohor	2010				2011				2012				2013				2014				2015				2016	
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
D. Mjedisi dhe Energjia																										
1. Menaxhimi i vizitoreve ne zonat e mbrojtura																										
1.1. Percaktimi i zonave lokale per menaxhim																										
1.2. Hartimi i planeve per zonat e mbrojtura																										
1.3. Zbatimi i planeve per pershtatjen ndaj ndryshimeve klimaterike																										
1.4. Apilkimi per fonde per pergatitjen e planeve te menaxhimit																										
1.5. Zbatimi i planeve te menaxhimit																										
1.6. Apilkimi per projekte te vogla per menaxhimin e zonave																										
1.7. Zbatimi i projekteve																										
1.8. Vleresimi i rezultateve dhe impakteve																										

Project examples:

- Management of Lezha castle
- Management of visitors in Kune-Vain
- Management of visitors in Patok - Fushë Kuqe
- Management of visitors in Bërzanë
- Management of visitors in Bjeshka e Oroshit
- Projects for the protection of coastal area from erosion and floods through the use of traditional materials

5.4.2. Planning and implementation of environmental infrastructure

This concrete measure is focused on one of the main components that accompany the high rates of the economic and social development: environmental consequences. Trying to preserve an advantageous balance of both priorities (development and environment), the regional stakeholders aim to developing efficient protection and prevention systems for negative phenomena.

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
D. Mjedisi dhe Energjia																														
2. Planifikimi dhe zbatim i infrastruktures mejdimore																														
2.1. Analize e mangesive dhe pergatija e planit te zbatimit (direktivat e BE)																														
2.2. Plani per ujesjellesat dhe pergatija e projekteve																														
2.3. Plani per ujerat e bardha dhe pergatija e projekteve																														
2.4. Plani per trajtimin e ujrave te zeza dhe pergatija e projekteve																														
2.5. Menaxhimi i mbetjeve dhe pergatija e projekteve																														
2.6. Plani per Ngrohjen dhe pergatija e projekteve																														
2.7. Aplikimi per financimin e ujesjellesave																														
2.8. Aplikimi per financimin e ujrave te bardha																														
2.9. Aplikimi per financimin e ujrave te zeza																														
2.10. Aplikimi per financimin e menaxhimit te mbetjeve																														
2.11. Aplikimi per financimin e sistemit te ngrohjes																														
2.12. Zbatimi i projekteve te ujesjellesave																														
2.13. Zbatimi i projekteve te ujrave te bardha																														
2.14. Zbatimi i projekteve te zeza																														
2.15. Zbatimi i projekteve te menaxhimit te mbetjeve																														
2.16. Zbatimi i projekteve per Ngrohjen																														
2.17. Hartimi, zbatimi dhe monitorimi i masave ne lidhje me lidhje me cilesine e ajrit ne zonat urbane dhe ato industriale																														
2.18. Vleresimi i rezultateve dhe impakteve																														

Project examples:

- Removal of chemical residues in the region (cleaning of polluted areas)
- Burning site for hospital wastes

5.4.3. Future energy projects

One of the key priorities of Lezha Region are also the significant and strategic potentials for the development of the energy sector, in particular the renewable one. The regional partners will be involved in drafting and implementing concrete steps in coordination with the national projects and strategies in this sector.

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
D. Mjedisi dhe Energjia																														
3. Projekte energjitike per te ardhmen																														
3.1. analize e mundesive dhe studime fizibiliteti																														
3.2. Hapesirat per koncesione																														
3.3. Tenderat per koncesionet dhe kontraktimi																														

Project examples:

- Preparation for the identification and feasibility of the wind energy zones

5.5. Regional management, context of intra an interregional partnerships & citizen-oriented governance

Last but not least, special attention will receive also the regional management as one of the crucial components of success (results) and efficiency (compared to the cost) of the implementation of the Regional Development Concept of Lezha Region. The enhancement and consolidation of the efforts and division of the responsibilities will include not only the internal capacities and

resources of the region, but also other important stakeholders at the national level. In such context, the implementing measures will immediately follow the approval of the Concept and will focus constantly on priorities. On the other hand, cooperation among the local government units of the region and with the Regional Council will prioritize a citizen-oriented-governance-based approach.

Afati kohor	2010				2011				2012				2013				2014				2015				2016					
Masat	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
E. Menaxhimi rajonal																														
1. Bashkepunimi me bashkite dhe komunat lokale																														
2. Bashkepunimi me nivelin kombetar																														
3. Bashkepunimi me donatore dhe me burime te tjera financimi																														
4. Pergatitja e projekteve																														
5. Vleresimi i rezultateve dhe impakteve																														
6. Programimi																														
7. Promovimi i rezultateve																														

Project examples:

- Modernization of the tax collection system
- Training of regional management
- Coordination of project preparation with the municipalities/communes
- Establishment of the Regional Development Agency
- Capacity building on comprehensive governance
- Awareness raising of the citizens on their role and inclusion in governance & local and regional policymaking processes

THE FUTURE

Application of Regional Development Process

“Comprehensive” and “cross-cut” are perhaps two of the most typical and essential features when we look into the evidence on the approach of developed societies towards the framework of development policies as a tool to address the current challenges related to the socio-economic development in a given region, as well as the social disparities in the national, European and global context. This is a constant cross-cut effort which takes into account and affects many fields or areas, which contribute altogether to the development of a determined lifestyle for the citizens, a more attractive business environment for the private business, a citizen-oriented governing system and a comprehensive interaction among concerned stakeholders and their networks that share values and resources to attain universal goals and address common challenges. Such process is a comprehensive framework partnership-based framework and “food” from a long chain of key stakeholders – individuals, community groups, groups of interests, public and private bodies or their networks, local, regional or national stakeholders, internal or external factors, etc. Regional development is an issue that belongs to anyone and as such it cannot stand as an exclusive right of an isolated stakeholder; neither can it build out of fragmented networks that lead to a failure in the inclusion of the key stakeholders and the assignment of the due role to any of them.

From the regional perspective, in the Albanian context, Albanian regions so not have executive powers recognized by the legislation into force, whereas the local communities avail of limited resources and responsibilities. Consequently, the implementation of regional development plans are mainly restricted to the coordination and promotion functions. This requires skills in writing good proposals and presenting them to the right organizations, which can assist their implementation.

The implementation of projects will be as satisfactory as the level of skills of the weakest partner and this brings into play thee cooperation between local communities and the regional council. The region will be in a better position to promote projects provided that the latter are focussed on larger areas (at times, even on the entire territory of the region), as they have greater opportunities to produce an impact on bigger target groups.

This is the function of the region, which includes the organization and support of regional projects with an impact on bigger groups that are capable of growing on a sustainable basis and develop into new initiatives.

The region will organize a group of people (regional management), who are going to focus on the weaknesses of the current regional development: functional capacities, with knowledge and funds. This group should have the support of different sectors – from the administration to the business.

Implementing framework

The region and local communities will make use of a joint structure – the regional council – to discuss and make decisions with relation to regional projects of priority, as well as to support their preparation. The regional management group will be in charge of the project preparation, with the support of the business and academic circle.

The regional management group will focus on the following:

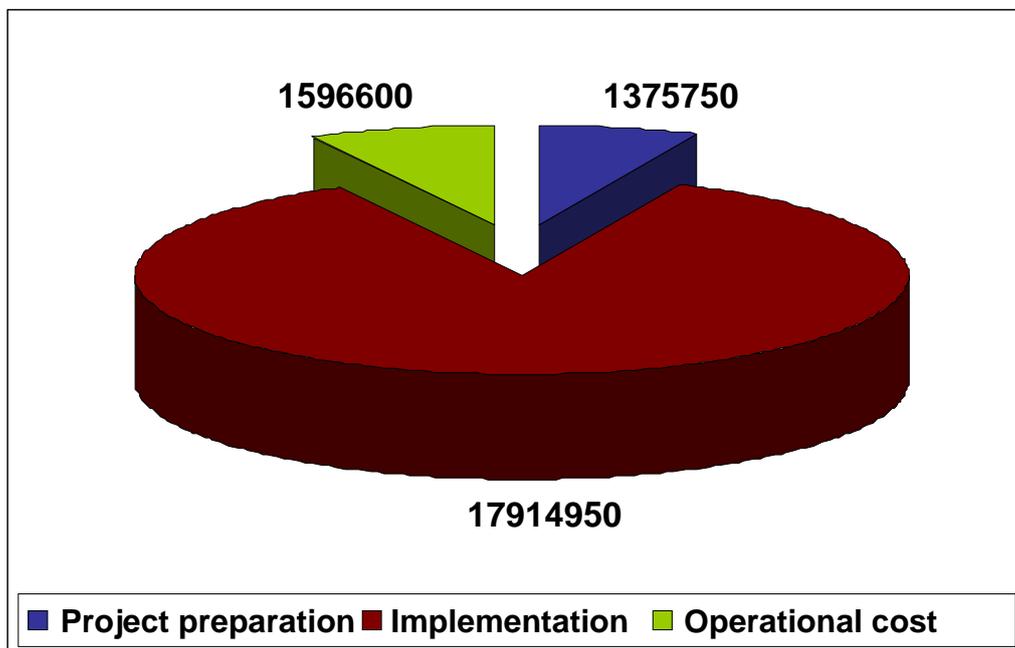
- Potential and expected funding resources and dissemination of information among regional development partners;
- Project writing practices and partners' training in project writing and implementation;
- Project monitoring and reporting procedures and their impact, in order to report to the Region and other regional partners on the regional developments;
- Coordination of other projects, so as to facilitate and have effect-driven cooperation among partners;
- Needs for the training of regional development partners aimed at their capacity building.

Every project implementing organization will be supported by the Regional Council and the regional management group to achieve better results and a larger impact on the region, which will be followed by an increased number of designed and implemented projects.

In the first years, the management group will focus on project writing and applications to various donors, in a move to help the region to get a better understanding of the procedures and enhance project management skills. Further, project designing will be taken over by the other partners, whereas the regional management group will take up coordination and monitoring of the projects in order to balance the development throughout the entire region.

Funding

The region does not avail of sufficient funds to cover the entire regional development concept and proposed projects. This is the reason of prioritization, starting with project preparation that will consequently help in designing bigger project ideas with a complete documentation. Further, this will help the region to attract more funds and implement projects on a step-by-step basis.



Cost calculations are an approximate estimate and may be subject to variation

Preparations for the initial stage of the projects will have a cost of EUR 1.4 million to the region. Such fund may be ensured by foreign donors and aid programmes. However, in order to raise such an amount, the Region should make available a fund of its own and, on the other hand; the

local communities will have to add funds to co-fund such costs. An additional cost of EUR 18 million will be needed at the project implementation stage. Being a considerable fund, it should be ensured by the local and regional resources (taxes, tariffs, groups of services and investments by the local and regional companies), whereas the rest of the funds may be allocated by the European Union and other aid programmes. The project operational costs shall be covered by the incomes generated from the designed projects.

Cooperation with other donors

The concept of Regional Development imposes important decision-making on Lezha Region, with some additional processes of likely importance, which have to be applied and recorded.

GTZ has supported the region the development of the vision, goals and measures, whereas other donors may provide assistance in future activities, such as the design of a Strategic Evaluation, project preparation, organization of other participatory processes or by developing an achievement monitoring system.

The most crucial support at this stage is that for the region to build projects for future activities and their implementation. This may be done through training or direct support in project preparation, whereas we would also be welcoming financial support for the execution of such projects.

ANNEXES

Annex I. List of strategic documents and plans

A	National concepts
A 1	National Strategy for Development and Integration (SKZHI) 2007-2013
A 2	Cross-cut Rural Development Strategy of Albania (SZHRNSH) 2007-2013
A 3	Cross-cut Regional Development Strategy (SNZHR)
A 4	TAIEX Mission of Regional Development Policy
B	Regional concepts
B 1	Economic and Social Trends in North Albania: Ex post-/ SWOT Analysis
C	Interregional concepts
C 1	Shkodra Lake: Cross-cut Development Concept – a spatial perspective
C 2	Strategic Action Plan (SAP) on Shkodra Lake – Albania and Montenegro
D	Interregional Concepts
D 1	Shkodra-Lezha Regional Plan (2005-2020) ('EPTISA')
D 2	Regional Environmental Action Plan for Drin River-Delta Shkodra/ Lezha
E	Regional Concepts
E 1	Regional Development Strategy for the Millennium Development Goals, Shkodra
E 2	Regional Development Strategy for the Millennium Development Goals, Lezha
F	Commune/municipality concepts
F 1	Strategic Economic Development Plan 2005-2015 of Shkodra Municipality
F 2	Economic Strategic Plan of Lezha Municipality
F 3	Local Development Plans (LDP) for Municipalities of northern Albania <ul style="list-style-type: none"> ▫ Puka Municipality ▫ Koplik Municipality ▫ Dajc Municipality ▫ Guri i Zi Municipality ▫ Vau i Dejes Municipality ▫ Fushe Arrez Municipality ▫ Velipoja Commune ▫ Velipoja

Annex II. Goals, implementing measures, responsible institutions and costs

OBJETKIVI	IMPLEMENTING MEASURES	INSTITUTION IN CHARGE	FUNDING (EUR) ³	TOTAL FUNDING FOR THE GOAL (EUR)
<p>Goal 1</p> <p><i>Further development of agriculture and agribusiness linked in a network with higher industrial capacities</i></p>	Coordinated support for small agricultural businesses	<ul style="list-style-type: none"> - Ministry of Agriculture and Food - Regional Agriculture and Food Directorate, Lezha - Regional Council of Lezha - Lezha Farmers' Association - Lezha Chamber of Commerce 	1,081,250	1,376,200
	Regional marks	<ul style="list-style-type: none"> - Ministry of Agriculture and Food - Regional Agriculture and Food Directorate, Lezha - Regional Council of Lezha - Chamber of Commerce, Lezha 	97,000	
	Education in agriculture, forestry and fishery	<ul style="list-style-type: none"> - Ministry of Agriculture and Food - Ministry of Environment, Forestry and Administration of Water Resources - Ministry of Education - Regional Food and Agriculture Directorate in Lezha - Regional Education, Lezha - Regional Environmental Agency - Farmers Association in Lezha - Communal Forestry Association of Lezha - Lezha Fishery Association 	197,950	

³ The given costs indicate a five-year period.

<p>Goal 2 <i>Qualitative services in the field of education and culture which are of public access throughout the territory of the region, with particular focus on various social groups</i></p>	Development of social services in the local communities	<ul style="list-style-type: none"> - Ministry of Labour, Social Affairs and Equal Opportunities - Lezha Regional Social Service Inspectorate - LGUs of Lezha Region 	584,500	1,671,000
	Development of education and vocational training services in the most important centres of the region	<ul style="list-style-type: none"> - Ministry of Labour, Social Affairs and Equal Opportunities - Local Government Units (LGU) (central municipalities of the region) 	47,500	
	Development of tourism products based on the cultural heritage values	<ul style="list-style-type: none"> - Ministry of Culture, Tourism, Youth and Sports - Regional Tourism Department - LGUs of Lezha Region - Lezha Chamber of Commerce - Tourism Agencies 	913,500	
	Regional Networking Centre	<ul style="list-style-type: none"> - LGUs of Lezha Region - Business 	125,500	
<p>Goal 3 <i>Development of the private sector through the organization and cooperation of the business, as well as the coordination of the different driving factors at the regional and national scale</i></p>	Identification of business areas and the related structure	<ul style="list-style-type: none"> - Ministry of Economy, Trade and Energy - Lezha Regional Council - LGUs of Lezha Region - Lezha Chamber of Commerce 	7,080,500	7,465,000
	One stop shop	<ul style="list-style-type: none"> - LGUs of Lezha Region - Chamber of Commerce - Business associations 	384,500	
<p>Goal 4 <i>Enhancement of infrastructure as a requisite for the improvement of</i></p>	Management of visitors in protected areas	<ul style="list-style-type: none"> - Ministry of Environment, Forestry and Administration of Water Resources - Departments of Forestry and 	92.500	7,398,500

<i>the socio-economic opportunities and as a driving factor for coordination with other sectors such as that of energy</i>		Pasture in regions - Lezha Regional Environmental Agency - LGUs of Lezha Region		
	Planning and implementation of environmental infrastructure	- Ministry of Environment, Forestry and Administration of Water Resources - Lezha Regional Council - LGUs of Lezha Region - Regional Environmental Agency - Environmental associations	7,105,500	
	Future energy projects	- Ministry of Economy, Trade and Energy - Lezha Regional Council - LGUs of Lezha region - Business	200,500	
Goal 5 <i>Consolidation of a positive, transparent and supporting relation with the regional community.</i>	Regional management, context of intra and interregional partnerships & citizen-oriented citizen	- Lezha Regional Council - Shkodra Regional Council - LGUs of Lezha Region - Civil society	211,600	211,600
TOTAL IMPLEMENTATION COST				EUR 18 million approximately