



COMMUNE OF GURI I ZI



# STRATEGIC DEVELOPMENT PLAN OF GURI I ZI COMMUNE

S h o r t V e r s i o n

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## Introduction

The Strategic Development Plan of Guri i Zi as introduced in this document comes in the framework of the **Decentralization and Local Development Programme (dlidp)** in the Shkodra Region, Northern Albania.

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

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 Guri i Zi Commune has been drawn and adapted through an open process, with the participation of representatives from the main directorates in the Guri i Zi Commune 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 commune, local council, representatives of the various groups of interest (businessmen, emigrants, farmers, etc.), representatives of local or community based organizations in Guri i Zi as well as other partners, who are carrying out their activity in the territory of this Commune.





## Foreword

Elaboration of the Strategic Development Plan has been an upfront target for our Commune. Since the beginning of 2002 draft of the strategic development has been elaborated and introduced in the rural forum of the Guri i Zi Commune.

It is thus important to point out that the draft content introduced in the rural forum had some deficiencies in part because of the lack of commune experience and limited capacities,

Therefore during consolidation and establishment of mutual collaboration between Guri i Zi and Intercooperation Albania, one of the main requests of the commune consisted precisely on follow-up and finalization of this initiative.

In here today we gladly recognize the attainment of this obligation for our commune, due to the dedicated work of Co-PLAN (Institute for Habitat Development) experts, strongly and constantly supported by Intercooperation Albania.

I would like to congratulate the civic participation of the local community which efforts and contribution was crucial for this important and ambitious document. Special thanks go to the thematic working groups such as the agricultural and farmer' group, the environmental group, the social issues group, etc.

I take the occasion to express the serious involvement of Guri i Zi Commune in transforming the Strategic Development Plan in a real development tool that shall orient commune development in next years to follow.

Yours truly,

**BROZ MARKU**  
Mayor of Guri i Zi Commune

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

**An Innovative Plan:** For the first time since the foundation and consolidation of Guri i Zi Commune, 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.

**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 Guri i Zi Commune build a framework of concrete initiatives and actions by establishing the activities and 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, necessary investments, and most important, enables the realization of several expectations.

**A Pragmatic plan:** The Strategic Development Plan is produced as a civic contract between the authorities and the citizens which stands for the common vision for Guri i Zi area, specifies the type, quantity, and quality of the necessary development to implement the vision, as well as being environment and value-friendly. The plan has focus on setting up a framework to initiate and impact the change processes in commune, and to support the wider economic, social and environment objectives of Guri i Zi local community.

**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.



## Profile of Guri i Zi Commune



The Guri i Zi Commune is located in the southeast of Shkoder City along the Regional Road Shkoder-Vau i Dejes. The Guri i Zi Commune borders with Postribë, Shllak, Bushat and Berdicë Commune. Guri Zi Commune consists of 11 villages, GuriZi, Juban, Rragam, Vukatanë, Rrenc, Sheldi, Ganjollë, Gajtan, Mazrrek, Shpor, and Kuç. A population of 11 800 inhabitants (3000 families) live in the territory of 81.7 km<sup>2</sup> area. The average density of the population is 69 inhabitants /km<sup>2</sup>, but distribution of population is not balanced compared to geographical extent considering that a large number of the population is settled in the western villages. A small number of inhabitants are located in the eastern territories, alongside the artificial lake shores.

The changes of population density in the villages have grown especially during last years after the 90` as a consequence of free movement of inhabitants and the difficulties to afford living, especially the lack of basic infrastructures & public services. The commune located between two rail stations (Mjede and Shkoder), is crossed through north western direction by the northern railway of Albania, that crosses the 6 western villages of the commune including 2/3 of the whole population of Guri i Zi Commune.

The Commune owns large hydro-power sources as most part of borders is located alongside the artificial Vau i Dejes Lake, which is 74 m above the sea level with a maximum depth of 52 m and a total of 2470 Ha. 938 Ha out of 2470 Ha in total (approx 38%) is under the administration of the commune. This lake has a vast number of different fish types and because of the geographical position impacts the local climate.

Guri i Zi Commune positions between 8 and 630 m of sea level altitude effected by many fractured terrain and the existence of fields, hills and mountainous areas in the whole territory. This explains the diverse climate, earth, flora and fauna, geological and hydrological formation of this Commune.

Nr.	Name	Value / characteristic
1	Administrative Status	Commune
2	Location	Shkodra District
3	Total Surface Area	81, 7 km <sup>2</sup>
4	Number of towns	0
5	Number of villages	11
6	Number of inhabitants	11, 800
7	Number of families	3000
8	Percentage of the labor force	55 %
9	Annual Budget - 2008	34, 393, 000 Lekë
10	Expected Local Revenues - 2008	800,000 Lekë
11	Number of Private Businesses	85
12	Unemployment Rate	No precise data
13	Number of public sector employees	67
14	Number of people employed in the private sector	No precise data
15	Emigration Rate	33%
16	Total road distance	94 km
17	Number of Public Enterprises	0
18	Number of Water-supply and sewage systems	3
19	Number of people employed in the Commune	28
20	Number of preschool institutions	5
21	Number of primary schools	7
22	Number of high schools	1
23	Total number of students	1650
24	Number of health centers	10
25	Number of hospitals	0
26	Number of advisory centers	0
27	Number of centers for the elders	0
28	Main economic activities	Agriculture and livestock production Shops and trade centers Service providers Fishing
29	Development documents and Strategies	Regional Development Strategy
30	Main needs in infrastructure	Rehabilitation of water supply systems and roads Protection of the river banks along Buna river.





## Regional Context

The development of Guri i Zi Commune will of course be revised and evaluated according to progress and change occurring in Shkodra region, because in any case it can not be socially and economically isolated. In this context the commune should be seen as important and integrated part of Northern Region of Albania also part of the collaboration and function between this region and other neighboring countries such as Kosova and Montenegro.

Meantime the period after the 90's reflected a general slow down of economy followed with lack of progress and emancipation regarding social life and values. On the other side there is a certain opinion that lack of attention was lower towards northern parts of the country more then the others related to both socio-economic policies as well as basic infrastructure and services improvements for local population.

During 2005, the Shkodra Regional Council approved the Regional Development Strategy for Shkodra-Lezhe. This strategic document identifies overall development objectives for elaboration of strategic development plans for all local governance units in the region, preparation of technical projects for interventions in infrastructure and services, based on specific dynamics in the region and trends of demographic and socio-economic developments.

The Regional Development Strategy for Shkodra-Lezhe stresses out the importance for consolidation of a polycentric region by consolidating center as well as small urban units throughout the Shkodra Region. Therefore it is important for Guri i Zi to create incentives with regard to consolidation of commune as a rural center in the surroundings of Shkodra city, through minimizing declining of population and increasing benefits that come as a result of territorial vicinity with this city.

One of the main proposals of the Reginal Development Strategy of Shkodra-Lezha is the agricultural and livestock development of rural territories in Shkodra field, through reorganization of farms and revitalization of respective required infrastructures.



Other important considerations as given in the Regional Strategy are related to various categories of tourism development such as lake tourism, historic tourism, mountain tourism, and agro-tourism. The Guri i Zi Commune owns great natural potentials that make possible this development directive for the commune, but in the same time identifies the need for verbalization of strategic and cautious interventions.

The most crucial moment as introduced in the Regional Strategy is for each local governmental unit to take into consideration the existing local resources and to avoid interventions that lack planning or have high costs. The case of Guri i Zi Commune represents the need to take into consideration the existing natural and human resources and orient them towards transformation and development of own territories.

## **Main Development Areas – Definitions of Citizen Groups**

- Economic development orientation in the Commune with focus on reorganization and strengthening of agricultural and farming production capacities.
- Reorganization of agricultural farms in the Commune based upon the real technical and professional opportunities and also upon the product diversification and market needs.
- Exploring new opportunities in the tourism field focusing on agro-tourism and lake tourism.
- Market and trading development based mainly on local agricultural and farming products,



## Development Vision of Guri I Zi Commune

*Guri i Zi, as an important rural center of northern Albania with good and qualitative agricultural products that can meet not only the local market needs but also those of the Shkodra regional market.*

*Guri i Zi, an amalgamation of small polycentric communities in southeast of Shkodra characterized by positive quality and attribute of living in a shared community, with mutual collaboration and understanding among local inhabitants.*

*Gur i Zi, a commune that preserves natural environmental resources and where the shores of Vau i Dejes Lake, the western hills and abundant fields of the villages in a harmony of nature.*

## Overall Development Objectives of Guri I Zi Commune

### **A. ECONOMIC DEVELOPMENT**

Economic development of the Guri i Zi commune with focus on improved business environment of agricultural production, promotion of local activities for enterprises, and establishment of an attractive environment for both foreigner and local investors.

### **B. IMPROVEMENT of TERRITORIAL MANAGEMENT**

Identification of methodology and terms in order to consolidate urban centers of the commune villages and regularization of future buildings near these village centers, by establishing and reinforcing needed instruments for urban and rural territorial management and monitoring.

### **C. QUALITATIVE INFRASTRUCTURE SERVICES**

Improvement of quality of public services as well as physical and social infrastructures throughout the Commune of Guri i Zi.

### **D. GOOD LOCAL GOVERNMENT**

Capacity building and strengthening of Guri i Zi Commune local staff.

### **F. INCREASING LOCAL INCOME INCREASE**

Increase in financial capacities of the commune in order to develop possible investments with regard to public services and performance improvement towards community.

## **Economic development**

### **A.1 Revitalization of agricultural-economic activities and increase in local and foreign investments**

- a. *Improvement of agricultural land data system in Gur i Zi Commune*
- b. *Improving of information dissemination level for the farmers of the commune according prices or product demand at regional, national or international level.*
- c. *Promotion of the establishment of large agricultural and stockbreeding farms.*
- d. *Promotion of Guri i Zi Commune as a unit with large potentials on agricultural and stockbreeding production.*
- e. *Improvement of agricultural infrastructures*

### **A.2 Stimulation and supporting small productive economic activities along the regional road connecting Vau i Dejes with Shkodra and crosses Guri i Zi Commune**

- a. *Elaborating the commune profile according to these new functions and services.*
- b. *Identification of interventions in infrastructural systems.*

### **A.3. Promoting and supporting agro-tourism and lake tourism.**

- a. *Elaborating the Commune profile according to these new functions and services.*
- b. *Identification of interventions in infrastructural systems.*

## Territorial Management

### **B1. Preservation of agricultural land**

- a. *Improvement of the control system on new buildings in the commune*
- b. *Information of inhabitants on definitions of the Strategic Plan and the TMI of Guri i Zi Commune on the methods of land using*
- c. *Establishment and strengthening of cooperation with Shkodra Qark on the orientation and control on the land development in the commune*
- d. *Orientation of developments along the main corridor proposed in the Strategic Plan and in the TMI of Guri i Zi Commune.*
- e. *Protection of damaged or endangered areas in Guri i Zi Commune*

### **B2. Management and control exercition on residential urban development in Guri i Zi Commune**

- a. *Inform the public on the approved criteria on the parcellation and the regulated construction on urban land established in the Local Development Plan and the TMI*
- b. *Strengthening law authority on the management of urban territories in the commune*
- c. *Prepare the regulatory plans for commune's villages*

### **B3. Preservation of environment in Guri i Zi Commune**

- a. *Raise awareness among local population related to issues of environmental preservantions and protection*
- b. *Realization of concrete measurements in order to improve environmentally damaged areas in commune territory*

## Infrastructures and Public Services

### **C1. Improving the overall road network of the Guri i Zi Commune**

- a. *Identifying the intervention needs in road infrastructures*
- b. *Elaboration of intervention projects in road system rehabilitation.*
- c. *Investing in road system improvement.*

### **C2. Improvement of the water-supply system in the Guri i Zi Commune**

- a. *Analizing and identifying the need to furnish with water the commune villages.*
- b. *Rehabilitating the physical condition of water supply and sanitation system*
- c. *Managerial capacity strengthening related to water and sewage system provision*

### **C3. Improvement of sewage situation in the Guri i Zi Commune**

- a. *Increasing financial possibilities for investing in sewage systems.*
- b. *Establishment of a complete technical frame of the sewage systems in the Commune.*

### **C4. Waste collection and management**

- a. *Elaborating a Waste Transportation and collection Plan*
- b. *Identifying a temporary waste collection point for the whole territory of the Commune.*

### **C5. Rehabilitation and improvement of schools and kindergarden within the territory of Guri i Zi Commune**

- a. *Identifying rehabilitation needs in order to improve the physical conditions in the kindergartens and schools of Guri i Zi Commune*
- b. *Preparation of technical projects for possible donor and public financing*
- c. *Promoting local forums to discuss for better teaching methods in the public schools of Guri I Zi Commune.*

## Good Local Governance

### **D1. Increase in local staff capacities of Guri i Zi Commune**

- a. *Estimation of the Commune organizative scheme and identification of possible needs for improvement*
- b. *Raising technical capacities of communal staff*

### **D.2 Increasing transparency level in local decision taking in the Guri i Zi Commune**

- a. *Publication of the information regarding activities in the Commune*
- b. *Increase in and improvement of public participation in local council meetings in the Commune*

### **D3. Consolidation of participatory budgeting in Guri i Zi Commune**

- a. *Capacity building of communal administration on organization of participatory budgeting.*
- b. *Organizing periodical activities of participatory budgeting in the Commune*

## Increasing Financial Resources

### **F1. Increasing local revenues for Guri i Zi Commune**

- a. *Create and consolidate a Informative Data Base related to the taxes and tariffs in Guri i Zi Commune*
- b. *Efficiency and service improvement at communal level*

### **F2. Promotion and increase in of local and foreign investments in the Commune of Guri i Zi.**

- a. *Creating a positive business climate.*
- b. *Promoting Commune resources, advantages and charastristics for investors*
- c. *Preparation of Project Proposals*

## Territorial Management Instruments

Taking into consideration the urban and spatial sprawl as well as orientation of inhabited urban, mix and economic areas in the Guri i Zi Commune, the Strategic Development Plan indicates respective maps accordingly.

The goal of these indicative maps is to express through organization of territorial space the main economic, social and environmental objectives of the Commune. The maps are also key instrument for public participation, offering private or public actors the opportunity to cooperate based on a clear integrated vision.

On the other hand they will strengthen the mobilization capacities of the community towards joint aspirations.

The main aim of these materials is to orient development, under the territorial management perspective. In the case of Guri i Zi these instruments will:

- ❖ Orient the general land use defining the frame of territorial development of the Commune.
- ❖ Identify the main transport corridors
- ❖ Identify economic and mix land use areas.

### A. Residence Areas

Residence areas shown on the map of the Guri i Zi commune can be divided into two categories:

1. First category includes **Urban Consolidation Areas**, which need Urban Plans, Technical Studies or other specific studies (as for example Partial Urban Studies), meantime these areas need to be completed with the needed physical and social infrastructure and services (road system, canalizing systems, water supply and electrical energy systems, public transportation, schools, kindergartens, health care and social centers. The proposed gross density is 100 inhabitants/ Ha, meanwhile the proposed net density 140 inhabitant/ Ha. Proposals permit new building construction in these areas in order to consolidate the area and to increase in services' efficiency. Some of the villages characterized by this category of development are: Juban, Guri i Zi, Vukatana, Gajtani, Rrënc and Kuç.



2. The second category includes Urban Restriction Areas, which don't need Regulatory Plans because the proposal consists on the reduction of the new building constructions. These areas include mainly eastern regions of the Commune but also villages like Rragam and Ganjolla.

Therefore proposals have been orienting by the following objectives:

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

### **B. Specific Areas**

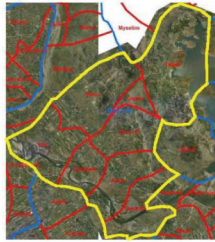
For the Guri i Zi Commune, the specific areas indicated in the map are:

- **Economic Zones:** This category includes destined areas for markets, agriculture and farming industries, factories and services. In the Guri I Zi Commune these areas are situated along the communal main road. A free economic zone is situated near Vukatane village, on the existing railway storehouses.

These instruments introduced by graphic schemes indicate proper orientation of abovementioned studies based on projects and action plans as defined in this Strategic Development Plan.

## STRATEGIC PLAN GURI I ZI COMMUNE

### Territorial Management Instruments



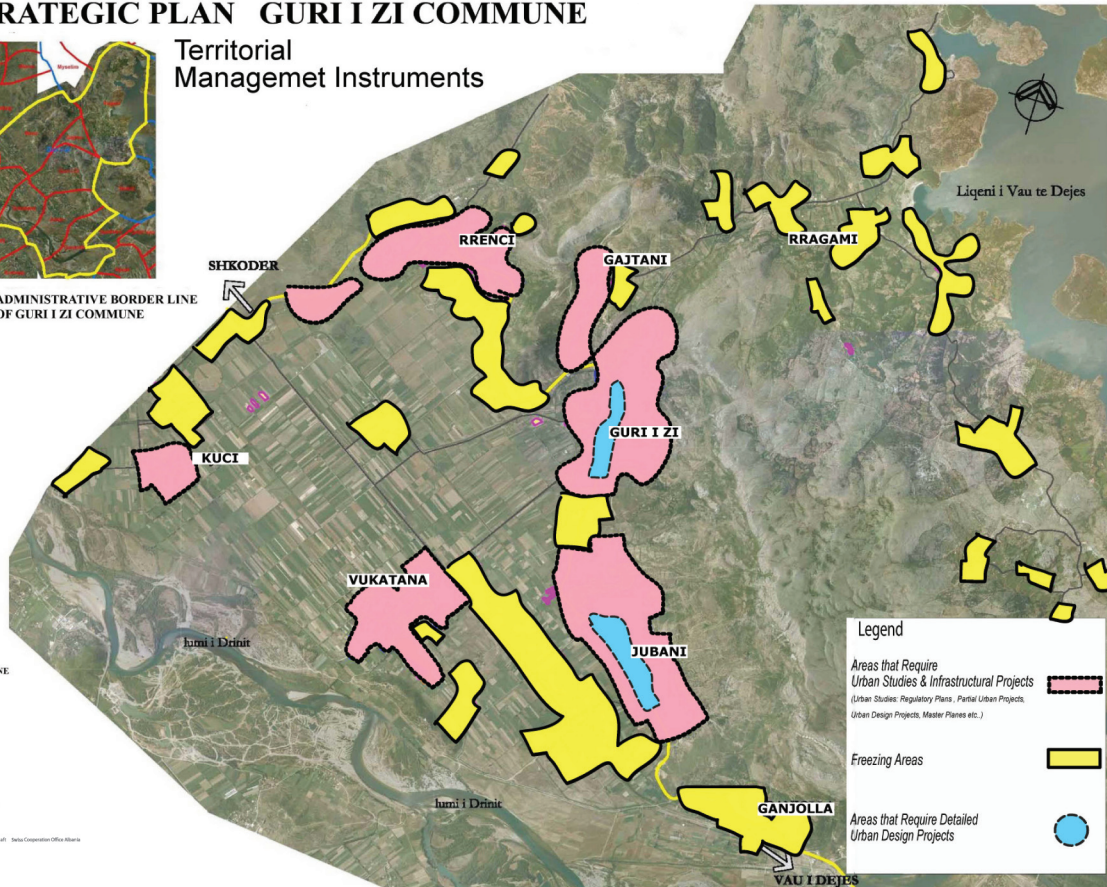
 ADMINISTRATIVE BORDER LINE OF GURI I ZI COMMUNE





GURI I ZI COMMUNE

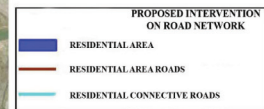
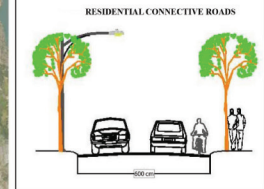
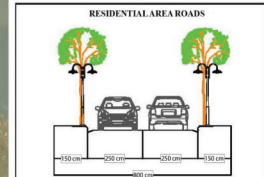
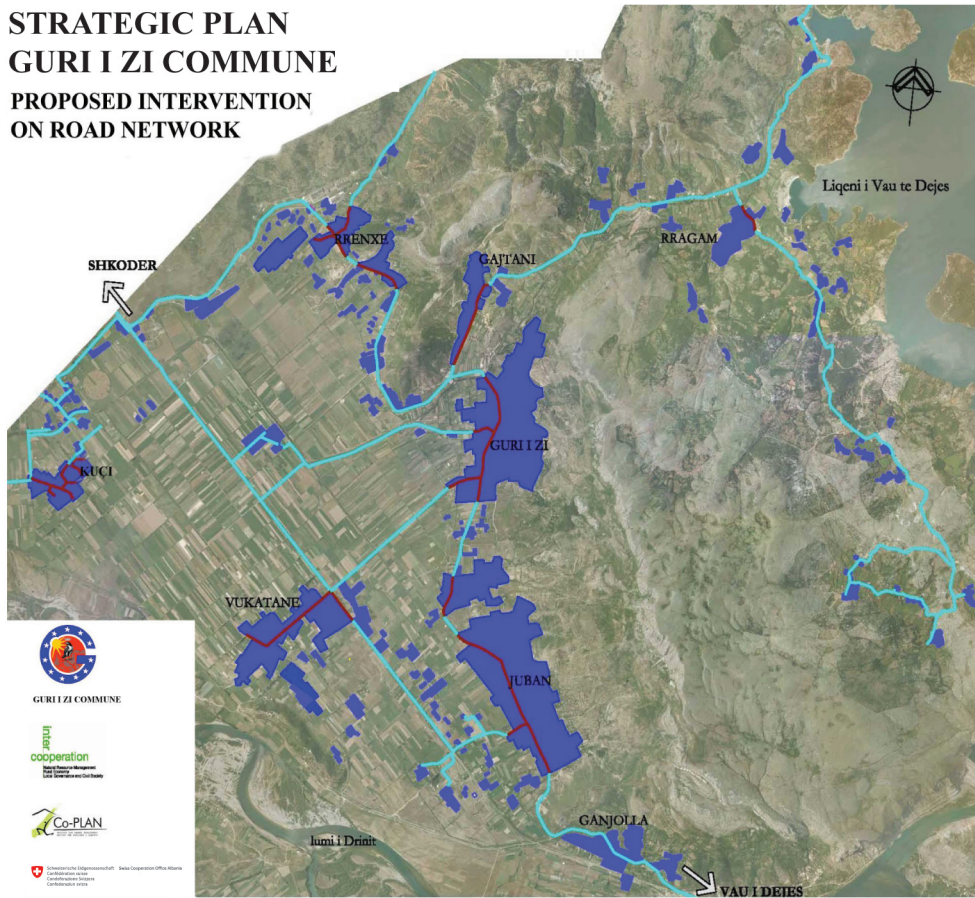


 Shërbimet e Përgjithshme të Bashkimit të Bashkive të Kosovës  
 Koordinimit dhe  
 Koordinimit të  
 Koordinimit të



Legend	
Areas that Require Urban Studies & Infrastructural Projects (Urban Studies, Regulatory Plans, Partial Urban Projects, Urban Design Projects, Master Plans etc.)	
Freezing Areas	
Areas that Require Detailed Urban Design Projects	

# STRATEGIC PLAN GURI I ZI COMMUNE PROPOSED INTERVENTION ON ROAD NETWORK



GURI I ZI COMMUNE

Inter  
cooperation  
Small Towns - Village  
Development Strategy



Cooperation Office Albania  
Cooperation Office Albania  
Cooperation Office Albania

## **Form and Methodology of Strategic Development Plan Implementation in Guri I Zi Commune**

The Guri i Zi Commune, 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 commune 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 Guri i Zi Commune, 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 Commune of Guri i Zi 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 Commune, 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 Guri i Zi Commune 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.

The successful implementation of the Strategic Development Plan in Commune of Guri i Zi 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 Commune of Guri i Zip, 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 Commune of Guri i Zi 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 be terminated by November 1<sup>st</sup> 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
Commune 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 Local Council of Guri i Zi. Afterwards they reserve the right to request additional report if necessary evaluated.



# STRATEGIC DEVELOPMENT PLAN OF GURI I ZI COMMUNE

S h o r t   V e r s i o n