

SWOT, consolidated analysis

Berat

| | Internal | External |
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| Positive | <p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Cultural and historical inheritance with potential to develop tourism 2. Mild Mediterranean climate 3. Sustainable and optimal potential for development of agribusiness (production and processing) 4. Increasing family, historical and cultural tourism 5. Natural above ground and underground resources 6. Good level of qualification of work-force 7. Existing buildings favouring setting up of new businesses (in industrial zone) 8. Positive central and local political will to build local and regional strategic plans 9. Hospitality: a local characteristic favouring development of family tourism 10. City is centre of Region 11. Good public order 12. Young population with good level of general education, particularly strong in foreign languages and strong desire to learn | <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Ease of access to nearby Kuçova airport 2. Resources and ideas to use the natural beauty of River Osum valley for ecological tourism, public spaces, recreation centres, etc. 3. Proximity to ports of Vlora and Durrës and airport at Rinas 4. Presence of banks: loans for businesses 5. Proximity (25 km) to Mount Tomorri (2,416m) and other natural monuments 6. Development support of successful and growing businesses |

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| Negative | <u>Weaknesses</u> | <u>Threats</u> |
| | <ol style="list-style-type: none"> 1. Slow pace of decentralization process 2. Irregular electricity supply 3. Lack of overall urban plan for city 4. Lack of city ring road 5. Delay in transferring public properties under ownership of municipality 6. No loan system to support local government 7. Facilities for commerce poorly organized | <ol style="list-style-type: none"> 1. Migration of businesses 2. Emigration 3. Local government and government institutions may not coordinate efforts to use opportunities 4. Competition 5. Destruction of the old historic town and its unique architecture through illegal constructions and lack of financing 6. Specialists leaving city and moving to Tirana or abroad |

Durrës

| | Internal | External |
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| Positive | <p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Favourable geographical and strategic position 2. Cross-roads of railway, naval (merchant and military) and road transport 3. Biggest port in Albania 4. Favourable climate to develop tourism and agribusiness 5. Sandy seashore, 53 km in length 6. Specific identity with ancient history and being rich in archaeological artefacts 7. Large population growth, many people with mechanical engineering skills 8. Satisfactory intellectual and technical capacities 9. Concentration of foreign investments 10. Business is very interested in local economic development planning 11. Expanded banking system offering its facilities 12. Existence in municipality of strong and experienced businesses 13. Positive situation with respect to public order and safety 14. Administrative centre of Durrës Region 15. Inexpensive and well-qualified work-force 16. Population relatively young: average 34 years of age 17. High level of education and existence of technical schools 18. Existence of Research Institutes 19. Availability of sites free for future development 20. Approval of extension of urban development: 7,200 ha surface area 21. Existence of study and map of archaeological zoning 22. Attractive city for industrial parks and warehouses | <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Inclusion of Durrës in global policies of international transport network, particularly as entry and exit port for Corridor VIII 2. Regulation to prohibit constructions upon archaeological sites 3. Twinning relationships with 14 foreign cities 4. Kosova and Macedonia interested in Durrës seaside tourism 5. Access to EU markets through proximity to developed European countries 6. University about to be inaugurated |

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| Negative | <p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Lack of urban plan and mixing of urban and industrial areas 2. Chaos in territorial jurisdiction and administration; overlapping of jurisdictions; illegal buildings 3. Weak lobbying to encourage development of Durrës city 4. Strong competition from neighbouring capital city, Tirana 5. Archaeological resources not properly highlighted 6. Newcomers not fully integrated 7. Port is not well integrated into city 8. Public infrastructure and services are poor (lack of regular electricity supply; inadequate sewerage and drainage systems; lack of garbage composting and sewerage treatment; new residential areas without infrastructure; insufficient recreational areas and facilities; lack of regular water supply; insufficient greening of city) 9. Informal competition damaging legal businesses 10. Image of poor cooperation of municipality with businesses (insufficient municipal finances, means or commitment to support development projects; lengthy and inefficient administrative procedures; high level of taxes) 11. Little knowledge of municipal development policies among businesses 12. Business not well organized and low level of training in technical issues 13. Under qualified workforce 14. Corruption among civil servants 15. Administration salaries at low level 16. Polluted areas (e.g. dangerous ex-chemical industry in Porto-Romano) in municipality 17. Ownership conflicts hindering real estate market 18. Unfavourable climate of law enforcement 19. Lack of university education in Durrës 20. Large informal economy | <p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Large and chaotic movements of population 2. Limited local autonomy 3. Legal framework to be improved 4. Economically weak country 5. Lack of free trade zones 6. Lack of independent port authority 7. Corruption 8. Low level of training in law enforcement for public administration and business 9. Non-functioning of trade and administrative court 10. Unfair central government budget and allocation systems 11. Adverse interests of neighbouring countries in Corridor VIII |
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Korça

| | Internal | External |
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| Positive | <u>Strengths</u> | <u>Opportunities</u> |
| | 1. Geographical position; neighbouring two other countries | 1. Development of tourism |
| | 2. Reasonable regional infrastructure | 2. Returning emigrants: human resources potential |
| | 3. Sufficient human resources | 3. Development of agro-processing businesses |
| | 4. University city | 4. Presence of potential donors |
| | 5. Well-functioning local government | 5. Cross-border cooperation |
| | 6. Banking system | 6. High <i>per capita</i> income |
| | 7. Sufficient natural resources | 7. Cooperation among municipality, businesses and rest of community |
| | 8. Diversity of businesses | 8. Development of family tourism |
| | 9. Functioning sewage and drainage systems | 9. Promotion of traditions and culture |
| | 10. Existence of tradition and culture values | |
| | 11. Emigrants returning with new skills | |
| | 12. Confidence of donors in community | |

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| Negative | <u>Weaknesses</u> | <u>Threats</u> |
| | 1. Professionals are leaving the city | 1. Unfair competition |
| | 2. Emigration | 2. No cooperation between political forces |
| | 3. Agricultural land divided into small plots | 3. Influence of politics in business |
| | 4. High interest rates | 4. Opening up of regional markets |
| | 5. Lack of initiatives for starting new businesses | 5. Frequent changes in legislation |
| | 6. High degree of informality in businesses | 6. Low growth rate of population |
| | 7. Lack of professional marketing | 7. Accurate information not available |
| | 8. Damaged infrastructure in city | 8. No attraction of investors from neighbouring countries |
| | 9. Community indifferent to becoming involved in decision-making process | |
| | 10. No large enterprises | |
| | 11. Existence of monopolies | |
| | 12. Lack of simulating policies for businesses | |
| | 13. Lack of urban plan | |
| 14. Lack of information | | |

Lezha

| | Internal | External |
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| Positive | <u>Strengths</u> | <u>Opportunities</u> |
| | 1. Concentrated infrastructure of sea, railway and road transport | 1. Possibility to stimulate organized collection and sale of agricultural produce from surrounding areas |
| | 2. Geographical position near to Tirana, and beaches of Shëngjin, Kune, Vain, Tale | 2. Possibility to process foods |
| | 3. Heritage of historical artefacts | 3. Possibility to promote Lezha as destination for historical and leisure tourism |
| | 4. Appropriate business climate favourable to private sector development | 4. Use of River Drin waterfront as a catalyst to develop recreation and market buildings |
| | 5. Potential for tested agricultural products | 5. Management of possibilities created by hunting |
| | 6. Qualified labour force | 6. Implementation of development strategies with participation of all stakeholders and actors |
| | 7. Hospitable and family traditional culture | 7. Attraction of contributions from different communities, especially business sector |
| | 8. Existence of considerable number of hotels and restaurants providing quality service | 8. Possibility to train staff and authorities from local and foreign institutions |
| | 9. River Drin flows through the city | 9. Common administration of Lezha, Shëngjin and territories of Kune and Vain Lagoon to facilitate joint working |
| | 10. Existence of subterranean water resources | 10. Some local products are well-known in Albania and foreign markets: e.g. Kallmet wine, grapes, beans, raki and fish conserves |
| | 11. Qualitative Health Service effective in region | 11. Availability of local buildings suitable for redevelopment, including e.g. train station, ex-food enterprise |
| | 12. Existence of scientific institutions with regional responsibility for agriculture and stockbreeding | 12. Existence of fishing industry waiting to be developed |
| | 13. Coexistence of different religious communities | 13. Services for communes and cities in region to be enhanced |
| | 14. Willingness of local government to organise strategies for economic development | 14. Improved functioning of bank financial structures to credit businesses |
| | 15. Relations or twinning with international partners for the good of local governance | |
| | 16. Existence of efforts to build regional strategies | |
| 17. Existence in surrounding areas of hunting environments | | |

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| Negative | <p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Inefficiency in collecting local taxes 2. Poor electricity infrastructure 3. Absence of urban regulatory plan 4. Poor sewage infrastructure 5. Insufficient culture of protecting environment 6. Inappropriate trading environment 7. Lack of professional education and training 8. Insufficiency of green areas 9. Flooding of River Drin 10. Flooding from poor drainage 11. Level of non-differentiated taxes does not properly stimulate new businesses 12. Little opportunity for businesses to access funding 13. Delay and imprecision in registration of private and public properties 14. Local government has insufficient capacity to manage city's opportunities and strengths 15. Insufficient legal framework to credit local government 16. Poor transfer of public assets to local government 17. Lack of realistic and achievable projects, business plans, etc. 18. Road from Lezha to Shëngjin in poor condition | <p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Proximity to other cities in Albania and their competing markets 2. Emigration of people 3. Emigration of businesses 4. Central government does not invest sufficiently with time and money in order to support Lezha's priorities 5. Lack of coordination of actions of local and central institutions in implementation of LED strategies |
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Shkodra

| | Internal | External |
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| Positive | <u>Strengths</u> | <u>Opportunities</u> |
| | 1. Geographic location of Shkodra (sea, lake, mountains and railway & road connections with former Yugoslavia) | 1. Process of decentralisation of government |
| | 2. Existence of large natural water resources | 2. Compilation of DELTA LED strategy |
| | 3. Existence of tourist potential and tradition of hospitality | 3. National strategies that support SMEs |
| | 4. Favourable resources for development of agribusiness and tourism | 4. Liberalisation of banking system; SME financing |
| | 5. Traditions in handicrafts and trading | 5. Opening of local bank branches |
| | 6. Qualified human resources and low labour costs | 6. Initiation of projects with foreign organisations and foundations (e.g. WB, GTZ, SOROS, USAID, UNDP, REC, UNOPS, COOPERAZIONE ITALIANA, COOP, etc) |
| | 7. Young average age of population | 7. Existence of project to build North-South corridor along Adriatic-Ionian coastline |
| | 8. Presence of L. Gurakuqi University | 8. Existence of foreign investments to improve drinking water and sewage systems and prospective of their enlargement |
| | 9. Tradition of education, sports and culture development | 9. Existence of project with European Investment Bank to install 20 kV electricity supply lines |
| | 10. Presence of professional education centres | 10. Implementation of project to enlarge fixed line telephone network (with additional 2,600 telephones in city) |
| | 11. Presence of social care and health institutions | 11. Forthcoming approval of social services legislation |

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| Negative | <u>Weaknesses</u> | <u>Threats</u> |
| | 1. Lack of favourable climate for businesses | 1. Negative impact of central politics |
| | 2. Low employment potential | 2. Lack of capital investments by central authorities |
| | 3. Discrepancy between requests for professional qualifications and availability of local training | 3. Lack of public security, law and order |
| | 4. Lack of implementation of urban legislation and bylaws by Territory Regulation Council | 4. Presence of informal trading, fiscal evasion and creation of monopolies |
| | 5. Lack of regulatory plan and relevant projects | 5. Weaknesses in fiscal legislation |
| | 6. Maladministration and lack of registration of public property | 6. Lack of stimuli for local producers |
| | 7. Lack of urban cadastre keeping documentation orderly | 7. Unfavourable economic policies at central level |
| | 8. Depreciation of engineering works: water, sewage & electricity systems | 8. Presence of endemic corruption |
| | 9. Low level of project implementation and checks | 9. Immigration from rural areas and forced brain drain |
| | 10. Lack of control of territory by municipal administration | 10. Slow pace of decentralisation process |
| | 11. Illegal interventions in water & electricity supply networks | 11. Impact of unsustainable economic factors (inflation, high interest rates on loans, administrative barriers, poor system of property rights) |
| | 12. Low level of local revenues | 12. Unfavourable national strategies for sheltering |
| | 13. Lack of transparency | 13. Changes in water regime of lake and rivers Buna, Kir and Drin |
| | 14. Absence of digitised civil registry and statistical databases | 14. Lack of provision of social services for all groups in need (children who do not go to school, families with problems, etc) |
| | 15. Poor attendance in pre-school institutions and excess number of schools for obligatory education | |
| | 16. Weak infrastructure and poor financial support for culture, education, professional training and sports institutions | |
| | 17. Absence of environmental protection strategy | |
| 18. Lack of appropriate infrastructure | | |