

Social QENDËR KOMUNITARE



Zhvillim aftësish

**Biznesi social:
mundësi e re
integrimi në Roskovec
për qytetarët e varfër
dhe të mënjanuar.**

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Mapping Study for local socio-economic growth in the Municipality of Roskovec

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1. Introduction

Municipality of Roskovec located at the South-Central Albania is part of Fier County. It was increased at the 2015 by the local government reform including in its territory the former communes of Kuman, Kurjan, and Strum, that became municipal units. This Municipality is bordered north west with the municipality of Lushjna, south with the municipality of Mallakaster, east municipality of UraVajgurore, west municipality of Patos.

1.1. Purpose

The overall purpose of Mapping Study for local socio-economic growth is to articulate the community's vision, objectives and policies to guide Roskoveci's physical, social and economic development based on the existing opportunities of the region. This study aims to provide a planning guide in detail that helps the municipality to:

- Manage growth through a collaborative process with landowners and developers to achieve attractive and sustainable land, agriculture and infrastructure development.
- Encourage orderly development of unique new neighborhoods, commercial and industrial areas, and redevelopment of existing neighborhoods.
- Preserve unique environmental features.
- Develop and support an efficient transportation system to serve future circulation and access needs.
- Provide attractive and accessible recreation resources to residents and visitors.
- Encourage a variety of housing types and support reinvestment in the existing housing stock.
- Enhance existing infrastructure, schools, and health centers and expand in growth areas in an effective cost and efficient manner that supports land use, transportation and growth management goals of the municipality.
- Using the benefits of oil production for the development of the municipality and its community



1.2. Vision Statement

Roskovec is an inclusive community that values its natural, cultural, historical and recreational amenities. Our community secures the safety and well-being of its people through controlled growth, innovation and dynamic leadership.

1.3. Strategic programs and priorities

The main general strategic priority of the Municipality of Roskovec is the development and diversification of the local economy supported by a program of sustainable development of the territory through the improvement of the business climate, development of agriculture, arboriculture and protection of the environment. This main priority can be achieved through different specific interventions aimed to:

- Rural and agricultural development
- Support of the farmers and local entrepreneurs
- Use of natural resources and beauties to support the development of rural and cultural tourism

Another important general priority of the municipality is the improvement and development of social infrastructure - development of education and educational institutions, improvement of health care and social care and revitalization of culture and sports life. The specific programs to achieve this priority will be:

- Rehabilitation of primary health care centers and increase of medical auxiliary staff
- Improvement of education and educational institutions
- Support for employment and vocational training for vulnerable groups
- Support in organizing historical and educational activities dedicated to important local events and local personalities

The last general priority of the Municipality is the integrated territorial management and the empowerment of the public administration.

2. Community context and trends

2.1. Regional settings

Based on the 2011 Census, the Municipality of Roskovec has a total population of 21.742 people, while in the civil register the population is 31.548 people. Referring to census 2011 the density of Roskovec Municipality is 184 people for m², while as per civil register the density is 263.33/m². The Municipality manages a city and 14 villages. It lies in the oil fields area of Patos-Marinza (part of the past Kurjan commune), which it's known as the biggest resource of oil in Europe. Resident's incomes are mainly from this sector as most of them are employed in the oil company.

Another important sector is trading and service units which employ a lot of residents from the city of Roskovec. In the rural areas, incomes come from the agriculture products and citrus trees.

Social capital

A large part of the population faces the average living standard and relative poverty.

Poverty is caused by inability and morbidity, due to the lack of qualifications and the low education level of a part of the population to meet basic living needs and achievement of a sufficient living standard. These facts are according to the possibilities that exist in the territory of the municipality of Roskovec.

There is a lack of significant investments that have impacts on asset-building and capital development of the municipality.

The relative poverty is a complex social phenomenon. It is estimated as the economic, social and political causes, and the lack of policy development action in the prolonged Albanian transition, which affected the inadequate transformation of capital, which led to the reduction of their production capacity or closure, but also because of the weak dynamics of opening up new private businesses.

New investments are medium-sized, small family households, and their growth is conditioned by the current situation in infrastructure extended to the municipal territory.



Migrating village-town, abandonment of land and economic resources are the main causes for the creation of relative poverty.

As socially endangered, directly at high risk of depopulation, the following groups are identified: the vulnerable exploitation of social assistance and the third age (pensioners).

In a part of the settlements live a certain number of people with disabilities, who do not have the necessary assistance and health care.. Also, they do not have access to appropriate educational institutions, according to the type of their needs. There is no center for people with disabilities in the territory of municipality, where they would be able to carry out certain suitable activities for them in the area. .

The economic assistance of the municipality and the professionalism of the public administration depend on the size of the social services, which are provided to people in need by social protection.

Economic capital

The favorable climacteric conditions, alternated landscape lowland – hill and hydro sources, are considered suitable for the agriculture productions. The mains sectors contributing in the region economy are mineral extraction and processing industry (hydrocarbons), construction, textile sector, agriculture and wholesale and retail trade, hospitality and tourism, restaurants and other types of services.

Roskovec is ranked as one of the most important agricultures areas of the country. In this area there are 70 kinds of plants, like: grains (cereals), industrial plants, vegetables, olives, and citrus trees, viniculture, and fruit trees.

Agriculture is one of the most important sectors of production in the country beside the service and construction sector as well as the main source of employment contributing to about 20% of GDP, and approximately 50% of the total number of employees. Other important sectors are construction (10.41%), trade, transport, communications, professional activities about 23.02%, while together the manufacturing and processing industry as well as the heating industry constitute 9.79% of value added.



Today Roskovec has not only the necessary fund of agricultural land, with a set irrigation engineering system, but also with an active population with experience in the field of agricultural production, where the highest yields were made. Likewise with a special tradition in the production and processing of tobacco, a known tobacco variety in Europe has the name "Roskoveci". The Kurjan area was a school of experience for growing and cultivating sunflower. The tradition also follows the olive groves that occupy considerable areas in the hilly area of the province.

Livestock is well known for cattle, sheep, pigs and poultry (or birds). The breeds that were used as livestock and livestock production have been breeding since the early days. In livestock production was a pork-growing experience school, where scientifically "Roskovec's pig" was cultivated, a study which is also known in America according to the study of Prof. IloFoto.

But the most important factor that guarantees the province's sustainable economic development is underground sources, such as oil used in the areas of Marinëza, Belina and Jagodina.

Revenues from the Business Sector: Tax revenues at the regional level provided by the large business for 2013 were 1,414 million ALL, while for the small business resulted 162 million ALL, for 2014 there is an increase of revenues provided for all types of businesses, respectively 35% increase for large business and 42% for small business, secured mainly in construction, manufacturing, service, transportation and trade sectors.

2.2. Community vitality

Tourism and environment

"The beauty of Strum" it's not only one of the most beautiful legends of this area, but it's represented by an elegant and impressive statue in a visible and popular spot of the city. As the famous verses of her song go: "On you go to the spring / passed through the path/ just speak, you beautiful girl of Strum / with amphora's of water in your hands", it seems that everyone who wants to visit the city monument will remember her.

"Roskoveci Bazaar" People come to buy and sell all sorts of commodities such as agriculture, artisanal products, and industrial goods. In this market, sellers and buyers come not only from the surrounding region, but also from across the country. A characteristic of "Roskoveci Bazaar" was that there could be



found products like gold, silver, and precious stones by the most famous traders and wholesalers of the time. Province of Roskoveci is declared as a separate unit with administrative reform of 1923.

“Black Marshes” is a natural monument which was a large water basin before reclamation, starting with the Roskoveci marsh, followed later by the sections in Marineza, Sheqishte and finally near Sheq in Fier. Now it is a small marsh on the edge of Roskovec, serving like a little habitat for rare plants and birds.

The church of “St. George” set up on a hill and lined with soft grass, the church of “St. George”, located one kilometer north of Strum today, on the right side of the road connecting the main road to the village of Suk. The church has a length of 10m and a height of 3.5 m. From architectural point of view it is a rectangle shaped building, located in east-west direction and is covered by a flat roof ceiling. With a height of seven meters, belfry built in 1782, it is critical to restore this object.

One of the oldest Byzantine churches in Albania, church of St. Nicholas is located in Kurjan, on the highest hill from where all Myzeqe field, Mallakaster’s hills, and Shpiragu beautiful view can be seen. , In 1956 a research expedition of the University of Tirana and the Institute of History made a more interesting and important discovery inside it. The frescoes painted by Nikola, son of Onufri, together with the values of the architectural highlights of this building, the church of St. Nicholas, were declared cultural monument in 1963.

Infrastructure

Lake “Kurjan” is today one of the biggest and the most productive reservoirs which gives life to the Myzeqe fields, without which it would not be called “the breadbasket of Albania”. Built after Second World War, the reservoir began operation in 1960 and holds about 33 million cubic meters of water used for the irrigation of these fields during summer.

The city lies on both sides of a longitudinal axis, which is also the main artery connecting it to Berat, Fier and the rest of the country.

Roskovec Municipality has a 30 km and 112 km regional / local road linking Roskovec urban center with Fier and Berat and the rural areas of the Roskovec Municipality. The road infrastructure network is



partially rehabilitated and with standards but there are a lot of problems, especially those connecting the town of Roskovec with the other inhabited villages of this municipality.

Urban waste and waste management remains problematic and the municipality has an important role to play in collecting, transporting and storing landfill sites that meet certain standards. Generally, infrastructure construction activities are the source of the production of large quantities of waste creating pressure on the use of natural resources. Existing landfills of urban waste in the Fier area do not meet the required standards in accordance with the environmental legislation in Albania.

With the Administrative - Territorial Division, integrated environmental management and urban waste is one of the main priorities for i) urban waste collection and processing,

ii) the addition of technological tools and machinery for the collection of urban waste and iii) the completion of inhabited areas with containers for the differentiated collection of urban waste (for paper, plastic, glass).

Public participation

Municipality of Roskovec has undertaken concrete efforts towards increasing the involvement of citizens as an active part in the decision-making processes and in defining the priorities. The processes of information, communication and community participation have recognized a continuous development of key elements such as municipal budgets, public tenders, important strategic decisions, etc.

Community is involved in drafting the current strategy through the participation in meetings for community opinion absorption and consultation with stakeholders to determine the long-term development priorities of the city.

Also worth mentioning the active participation of local actors, managers and employees of the Municipality, business representatives, civil society and citizens in presenting the draft document 'Local Development Operational Plan', where they were briefed on the strategic directions of the plan and the project proposals. In addition to participation and consultations, participants in the consultative meeting were invited to suggest their needs, priorities and project proposals, which served as the basis for investment planning for the period 2016 - 2018.



Other important examples are also the monthly publication of the Bulletin of the Municipality, which regularly informs on the Municipality's activity in the realization of tax revenues, the level of expenditures, priorities and investments realized and planned, etc.

2.3. Future trend and opportunities

With the right frameworks and competencies in place, Municipality of Roskovec can start to manage the different assets they possess and begin to address the specific challenges that each type of capital presents.

Intellectual and social capital

In the knowledge economy, it's the people in the city – their skills, capabilities and knowledge- that can make a critical difference to city's ability to compete successfully for investment.

Municipality leader should try policies that will make their city attractive to the skilled and entrepreneurial people that will help their city to succeed in the economy of today.

Democratic capital

City government- like other political entities – is faced with the challenge of declining participation in the democratic process. To renew the interest and activity of their citizens, the city has to develop ways to make themselves more accountable, increase the transparency of their decision making and engage citizens directly in the creation of policies and decisions.

Citizens become more than a voter or customer- they are engaged as co-producers in the policies that will shape the city's future.

Cultural and leisure capital

Roskovec has to succeed in attracting visitors, residents and businesses do so by creating a city brand that encapsulates the qualities that the city offers and generates powerful and memorable positive associations. In building a brand, a city has to be aware of how it's seen by the outside world.

Strategies designed to develop cultural capital need to understand how they are seen now and, from that understanding develop the steps they need to take to move their city forward to the experience that they wish to offer.



If city of Roskovec wishes to compete for attention in the regional or national market place needs to undertake a wide-ranging audit of all the qualities that differentiate it from the others. Once these qualities are understood, they need to be developed and promoted to the type of people that the city wishes to attract.

The ‘experience economy’ is an increasingly important concept in understanding what makes one city different to another. It goes beyond simply institutions (cultural or otherwise) a city offers. The experience economy consists of the whole range of associations and emotions that people experience when they spend time – or consider spending time – in particular place.

They need to consider what will attract the attention of the world to their city and, more importantly, what will keep it there?

Environmental capital

The quality of life that a city offers is a fundamental aspect of its ability to prosper. Offering citizens a clean, green, safe and attractive environment is high in the list of priorities for city leaders. Planning, transport, finance and economic policies all need to reflect the environmental goals that the city of Roskovec sets for itself. Engaging citizens is more than important; it is a prerequisite for success in developing sustainable environmental improvements.

Technical capital

The enormous complexity of cities today means that the demands on their infrastructure are relentlessly challenging. Not only are the ‘basic’ needs of transport, housing, water and energy under strain, but new demands for effective communication make the supply of, for example, broadband and electronic networks an increasingly important element of infrastructure provision. To cope with these challenges, city of Roskovec needs to adopt an integrated approach to their urban planning.

Public-private partnerships to deliver infrastructure are now a common feature of many cities, and allow city governments to share the risks of provision with partners from the private sector.



Financial capital

City needs to adopt an entrepreneurial approach to the way that they finance and provide services. They need to understand the true costs of the services and products that they supply in order to evaluate whether alternative provision (such as shared services) may be more efficient. Some cities may be more effective in certain areas than others. They should seek opportunities to ‘trade’ with other cities – selling those services that they perform most efficiently and buying in those where it makes financial sense to do so.



3. Engines for municipal socio-economic growth

3.1. Community House - Connecting Urban and Rural Communities

The overall objective of this intervention is the improvement and the revitalization of the community life through the social cohesion of the whole population and the integration of all social strata in particular those in the risk of poverty and exclusion by enhancing their access to formal education and informal learning, employment programs, culture and ICT.

The intervention attends to address this purpose through several activities done for creating a participatory and inclusive approach with citizens, paying special attention to the identification and inclusiveness of vulnerable groups supporting them to obtain some labor skills through employment program.

The 1st specific objective is to establish a SociAL Community House (SCH) in the Municipality of Roskovec for organizing several activities that create the opportunities to all citizens to participate and contribute for a better and friendly atmosphere in their town, and using this Community House as a place where they can learn and share ideas on the actual and future development. Young people, women and others will learn some theoretical and practical skills and develop their capacities based on the local cultural tradition combining with new modern abilities through employment.

The 2nd specific objective is to stimulate and support the creation of Social Entrepreneurs Group for youngsters and women as a suitable element for employment of youth and women at risk of poverty and exclusion by enhancing their access to employment programs.

Based on the fact that women and youth have the high rate of unemployment or with lower income the project aims to offer an opportunity to learn and develop their capacities and knowledge for being able to enter to the labour market. The creation of Social Entrepreneurs Group aims to build a social business for employing the persons trained in the courses organized at SociAL Community House and using the benefits for the further development of the business and adding more disadvantaged persons to work in it. The implementation of this objective will be very useful for the Municipality of Roskovec for raising the employment and strengthening the cohesion among its citizens.



The 3rd specific objective is the setting up of a group of qualified staff of municipality and SCH for dealing with social enterprise and the management of the SociAL Community House (SCH).

The qualification of a group from the municipality staff and SociAL Community House managers is important for the continuity of the work done during project implementation.

Based on the work done for the setting up the Social Entrepreneurs Group the idea will be developed in the setting up of social enterprises. The social enterprises have a special role because they organize economic activity with collective interest for social integration and human promotion of the citizens in the risk of poverty and exclusion. A social enterprise is an organization of the social economy engaged with the production and marketing of goods and services, but instead to have a profit aim it has a social purpose: the improvement of the quality of life of citizens offering services and job creation for disadvantaged groups. It means, it operates offering goods and services for the market in an entrepreneur and innovative way but its benefits are used to reach social objectives. The implementation of this objective is an element of sustainability of the project that is going on further.

The intervention addresses the strategic objectives of the National Youth Action Plan 2015–2020 that aims the improvement of youth quality of life and the enhancement of their status, through the creation of more opportunities for education, employment, health, culture and the increase of full youth participation in society and decision making through programs, and through the establishment of public spaces to serve youth. The setting up of the SociAL Community House in the Municipality of Roskovec according to the needs of unemployed youngsters for formal education and involvement in employment programs that this Community House will provide. The implementation of informal learning and trainings with unemployed youth and women for obtaining some labor and entrepreneurial skills is in conformity with the strategic objectives and priorities of the National Strategy for Employment and Skills 2014-2020; as well as with the National Plan for European Integration that addresses some of the priorities of the Albanian Government in the areas of Social Policy and Employment, targeting youth, women, and other groups at risk of poverty and exclusion.

Support to these groups will consist in some directions, like enhancing their access to formal education and non-formal and informal learning, employment programs, culture and ICT; participation in social, cultural and artistic activities; obtaining some labor and entrepreneur skills for being able to be



employed. In overall, the project is expected to contribute to overcome the lack of employment opportunities and safeguard natural and cultural heritage in the Municipality of Roskovec.

The development strategy of the Municipality of Roskovec has identified the unemployment, low human capacities, and the lack of cultural activities, low citizens' engagement, and social inclusion of marginalized groups as the main problematic issues to be dealt and resolved. These problems are evident in all administrative units of the area where most of families have low level of incomes and a considerable number of youth migrate in other areas in the country for seasonal work, and abroad for permanent work.

In addition, in all the units there is noticed lack of structures and non-governments organizations that deliver social services, inform and raise awareness of the citizens on social issues that affect the society. There is also lack of formal education and informal learning and trainings skills for youngsters that would increase their opportunities for employment.

3.2. Agro-Food Market and Food HUB in Regional Development

Similar to foreign markets, even in Albania, the decline of rural agricultural communities have recently refocused on new economic opportunities available in regional food production. Rural agricultural communities face challenges in globalized food markets. Many authors have highlighted the emergence of 'global food chains' de-linked from local place and local communities, in which local food producers are powerless price takers or rapidly disappearing features on a corporatized farming landscape.

The idea that local actors can, at least to some extent, challenge and overcome structural constraints is well established in rural development theory and practice. Development approaches that emphasize the ability of local rural people to drive change are referred to variously in the international literature as 'self-help' rural development (or self-development), bottom-up development, endogenous development, community economic development (CED), and place-based development. These concepts, while differing slightly in emphasis, share a focus on local development actors and their particular assets and capacities: from their 'social capital' to physical place attributes and local entrepreneurial abilities. Broadly, all can be described as actor-oriented rural development approaches; they emphasize the ability of local people to create development solutions from the ground up. Bottom-up, actor-oriented rural



development approaches propose that rural communities can leverage their local assets to reinvent their economic fortunes. At the same time, bottom-up rural development requires top-down support.

During the past years, the demand for local food has never been stronger, with consumers applying pressure on retail, institutional, and food service operators to have an increase of local options available. In order to meet this demand at a competitive price, it is important to have local initiatives that will work to establish efficient and cost-effective ways of bringing more high quality products to these markets.

Regional aggregators, or food hubs, are a viable option for providing efficient local and regional value chain linkages to small and medium producers and processors. Given local food trends, these services are instrumental in getting smaller farm businesses access to mainstream foodservice markets.

Agro – Food Market and food hubs should be self-sustaining market that provides local, healthy food to consumers from all income levels, and that enriches our community. It will educate the public about food sources, nutrition, and preparation.

The market should offer farmers, fishermen, and specialty food producers in the local area and throughout the region a vibrant marketplace with high visibility, and a growing residential, professional, and tourist customer base.

Vendors will offer an assortment of local products in permanent, temporary, and day stalls. Products will include farm fresh produce; meat, poultry, and eggs; cheese and dairy; fish; bread and baked goods; plants and flowers; beer and wine; and an assortment of specialty and prepared foods, including several “grab-and-go” lunch options.

The benefits

Successful markets provide visitors with more than just an opportunity to purchase products. They say something about the community that they are located in, and the people who shop there like what that market says about them. Markets introduce people to new tastes and new ideas; different people and different traditions. That is one reason that Food Hubs will be a tourist destination to visit in the area.

A market educates shoppers about new food and products and ways to prepare them. Shoppers go to a market expecting discovery. It introduces the farmers, fishermen, producers, and food practices that are behind the food that we buy. A good market is smart economics and a well-designed experience that



introduces quality products and talented vendors onto a stage that is simple but smart in its presentation and authenticity.

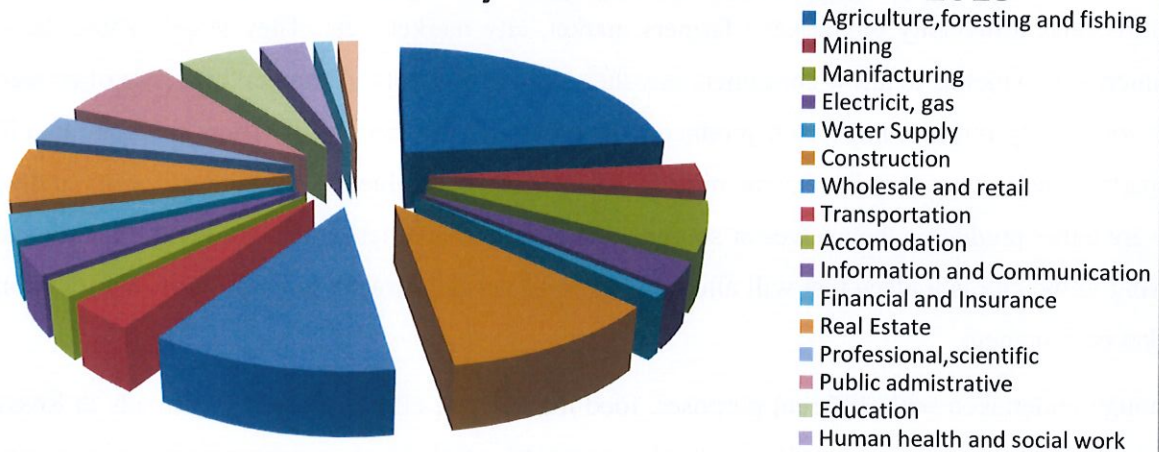
Public markets must have public goals. Public goals give a defined civic purpose to the market activity. Nationally, these goals have included anything from attracting shoppers to a downtown or neighborhood commercial district, providing affordable retailing opportunities to small businesses, preserving farming or farmland in the region, affording access to healthy, affordable fresh foods, activating an underused public space, or displacing an undesirable use of a public space.

- Economic development. The Food Hub will be a robust urban/rural exchange that helps to boost regional farm sales. The market is an incubator for small business, a job creator (throughout the value chain), and a marketplace to drive customer demand for local products.
- The regional food system. By focusing assortment on local production, the market will showcase local agriculture, fisheries, and specialty food production and in certain categories will introduce market demand that's strong enough to expand local production.
- Public Health. Advertising and informing consumers about healthy, traditional and fresh foods.
- Tourist Destination. Promoting regional culinary and local authentic recipes of how to cook specialties of the region in order to bring traditional cooking experience to a wider consumer's audience will make the Food Hub a desired tourist destination to be visited.

Industry Analysis

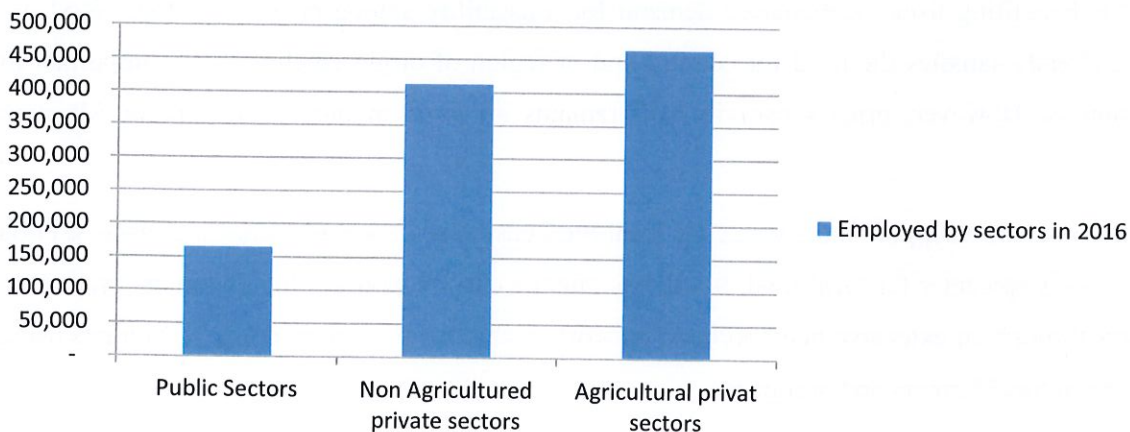
Agriculture is one of the most important sectors of the economy in Albania that has not been affected by the economic crises. According to INSTAT latest report, the Gross Value Added data for 2015 on Agriculture sector accounts for 23% of the total GVA and since 2006 it has slightly growth over the years. The agricultural private sector accounts for about 45% on total employment during 2016. The total employment rate in the agricultural private sector remains very high on national level, although over the years it has been registered continues decrease by approximately 25 point. By the end of the year 2015, 13% of active enterprises register are farmers. These data shows for a dominance of agriculture versus industry and other services, and the sector is mainly self-employed

Gross Value Added By Economic Activities in 2015



In 2016, the Albanian government has increased the level of national direct support and national investment schemes in agriculture and agro-processing. The weight of economic sectors in region is dominated by agriculture and at national level the agriculture represents an important sector for the employment

Employed by sectors in 2016





Consumer Trends

Roskoveci has a diversity of markets: farmers market, city markets, etc. They largely share the same common aim, which is to allow consumers buy their needed products. Although this sense of connection with community remains important, producers or sellers are not necessarily from the local area itself, but participate because they have something to offer that will be valued by consumers locally and which they are either producing themselves or sourcing directly from another region. However, the thing that is missing in the city is a place that will allow local producers sell directly to consumers in a traditionally market environment.

Although undertaken with different purposes, food markets are effectively at a crossroads in Roskovec and that those that will survive will have to place a greater emphasis on points of differentiation, such as the quality of their fresh food, and meet consumer expectations in terms of their presentation and service. It is also important that the definition of traditional farmers markets is too narrow to describe the evolution of food markets now taking place in Roskovec. The core offering of food markets, such as fresh meat, dairy and vegetable stalls should be protected as an anchor offering.

As a matter of fact, culturally the division between urban and rural markets is often linked to convenience, accessibility and catchment areas. The high footfall achieved by urban food markets is often directly linked to accessibility, and identified as the reason why many are thriving. In contrast, less easily accessed rural food markets are in some cases, in decline.

Local food is benefiting from an increased demand for traceability among consumers: local food, by implication, already satisfies the need for country and or region of origin labeling that is important to many consumers. However, price sensitivity still remains an issue in purchasing among Albanian citizens.

Food hub will provide a support and a venue for local food businesses, local residents and visitors. Food Hub will be city's epicenter for local food. It will become the city's support of local farmers, producers, and suppliers through an extensive neighborhood network of farmers market, multiple restaurants using ingredients from local farmers and producers.



At the heart of Roskoveci Food Hub lies a deep desire to improve and sustain the region's environment and provide access to healthy, local food for all of its residents, tourists and more. *Key Customer Segments*

The guide is broadly aimed all those involved in the management of the market and those who sell directly to consumers, among them:

- Market managers
- Entrepreneurs looking to set up a market
- Stallholders and producers
- State agencies and local government
- Start-up food business seeking a direct route to market
- Stakeholders with an interest in food markets.

3.3. Livestock Market and Meat Processing Facility

Prevailing conditions at municipal livestock markets and meat processing industries in the developing countries are under the contemporary standard. Characterized by dilapidated and decaying buildings, damaged infrastructure and chronically bad hygiene and operational issues, facilities of this type pose a significant hazard to the health and welfare of workers, livestock, consumers and the wider environment. For a variety of reasons, capital investment to replace these facilities has not been forthcoming from the private sector in many developing countries; for example, where opportunity for meat exports to other markets exists, the private sector has built separate plants, leaving municipal facilities to continue processing for the growing number of low-income consumers in heavily-populated cities. For their own part, municipal authorities cannot increase the fees for livestock marketing and slaughter in order to rectify conditions: the illegal or informal markets already undercut them. As a consequence, municipal facilities struggle on as hygiene, welfare and food safety conditions deteriorate. Where relocation of the facilities is an option, there may be resistance or boycotts from major users of the market who fear what the move will do to their businesses: as a result, inaction is widespread and the old facilities remain in use and continue to deteriorate. More specifically, in Albania there is an increase of the consumer interest in source-verified, organic and/or grass-fed meat produced using specific standards and this creates a significant advantage for local livestock farms, including those established in Roskovec.

Roskovec livestock producers range from families with a few animals kept mainly for their own use, to hundred-head operations raising for the commercial market. Although demand for Roskoveci grown meat typically outstrips supply, farmers face considerable challenges to increased livestock production, including the cost and seasonality of production, access to slaughter, and insufficient production assistance for the development of high quality animals for the market.

Conducting visits to different municipal facilities in Albania, this study found two main common concerns:

- Livestock market facilities are mostly unplanned in their growth and chaotic in their operation. Animal welfare abuses are ongoing and strongly linked to the total lack of decent facilities including ramps, good road access, proper drainage, shade and access to water. Conditions are marginally better for workers and site users. The sub-standard conditions make these marketing places very susceptible to disease outbreaks.
- Meat plants, mainly slaughterhouses, are often near to the live market centers and suffer the same crippling lack of resources. Besides deteriorating and ill-fitted buildings which compromise hygiene and worker safety on a daily basis, they are characterized by inadequate waste and wastewater disposal arrangements; absence of basic equipment for hygienic slaughter; and poor or nil access to crucial items such as hot water, lighting and knife sterilizers. These conditions are exacerbated by chronic failures in the day-to-day operations of the plants whereby product hygiene is routinely compromised; public health matters are prone to subversion by users' commercial interests; basic ante-mortem and carcass inspection procedures are routinely ignored or performed poorly; pests and vermin proliferate; and workers receive no training in basic hygiene.

One of the principal ways in which these improvements can be made to work is in not disturbing the existing labor arrangements in these facilities because unlike in developed countries, where labor costs are high and abattoir managers try to 'save a man' wherever possible, labor costs in the types of facilities in the developing world are so low that the loss of up to half a dozen workers in the slaughter and follow-on areas will make virtually no difference to the facility's total costs. Instead of trying to eliminate labor, more benefit can be found in introducing the principles of process control which are equally as important as proper infrastructure to the successful rehabilitation of live markets and meat plants. The proper way to address this is through the introduction of adequate



process controls alongside renovation of livestock market and infrastructure improvements, supported by worker training and an improved understanding of why livestock, carcasses and subsequent waste products must be handled carefully.

The main aims of livestock market renovation are to:

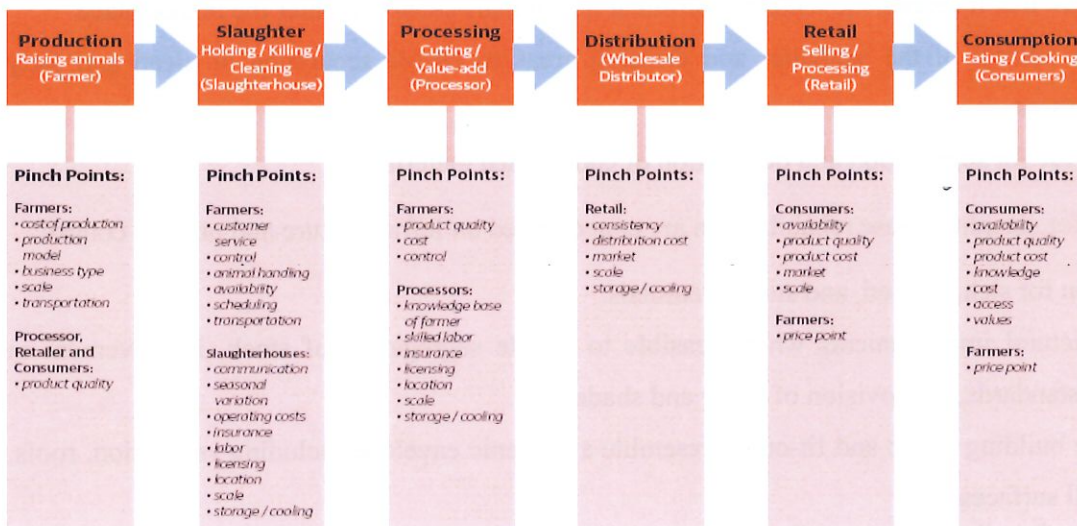
- Improve overall hygiene of equipment, perimeter, and building fabric.
- Enable proper receipt and ante-mortem inspections to occur.
- Provide for segregation and appropriate handling of sick, injured or diseased stock.
- Ensure that livestock movement is terminal i.e. animals cannot re-enter the marketplace.
- Gain control of the slaughter and dressing areas to enable separation of clean and dirty processes.
- Provide for segregation and destruction of condemned materials.

The objectives for slaughterhouse rehabilitation are concentrated on infrastructure and process control:

- Provision for sick, injured, and suspect animals.
- Infrastructural improvements where feasible to enable segregation of stock, improvement in fencing standards, & provision of water and shade.
- Upgrade building fabric and fit-out to resemble a hygienic envelope including ventilation, roofs, doors, all surfaces.
- Improve water availability, pressure and access to hot water.
- Enable heads and offal to be indexed with carcass until post-mortem inspection is completed.
- Provide a storage area for condemned/diseased product.
- Get carcasses up off the floor, and prevent cross contamination of viscera.
- Install basic equipment upgrades e.g. handwashing stations, etc.
- Install a locked area for storage of condemned material.
- Devise work configurations that reflect characteristics of the site including peak demand, skills level and available footprints.
- Terminal entry for livestock i.e. slaughter only.
- Sufficient opportunity (time, room and facilities) for proper ante-mortem inspection.
- Separate clean and dirty processes at all times.

- Separate slaughterfloor processes and carcass handling into separate areas.
- Handle intestinal contents in a separate area.
- Provide for the separate storage of condemned material.
- Improve control over all aspects of process labour.

Figure 1: Moving Meat from Farm to Plate





3.4. Traditional Bazar and Local Handicrafts

Marketing and Sales

The food hub strategy will exploit its advantages over the competition (location, convenience, and high quality), with carefully tracked milestones for growth.

Initial marketing efforts for opening will be geared towards generating name recognition and making a clear distinction between other local competitors. Follow up marketing programs will encourage repeat visits and assist customers in the understanding, appreciation, and preparation of the local food and handicrafts products.

Our main target markets are:

- People who live and work in this area, who are looking for quality ingredients needed to prepare their favorite traditional cuisine.
- People who live and work in the region, who are looking for local handicraft products.
- Surrounding businesses looking for a tasty meal for their customers and staff.
- International and domestic travelers, young people visiting the area are interested in local products.
- People looking for a comfortable environment in which to enjoy a cup of coffee, shop, etc.

Each market will be seeking an establishment that will meet their desire for authentic, healthy food, quality service, and a pleasant atmosphere.

There is a growing demand for specialty food items and local handicraft products and a significant percentage of visitors and locals demanding naturally grown, organic specialty foods and products. The food hub will pay attention to these trends and provide to local and visiting customers high quality, healthy food that will appeal to their living standards.

At the bazar will be available a range of specialty shops, high-end delicatessens and cafes, and natural foods stores. Its success will depend on knowing the clientele, and what they want. The challenges will be to keep enough popular items in stock for repeat customers, while introducing new and seasonal items and specials frequently enough to keep buyers intrigued. In addition, they will obtain also a pleasant shopping and dining experience that allows them to learn about and purchase the grocery and



local items they want in a comfortable, friendly, hassle-free environment. More on this, customers will enjoy the delicious home cooked take-home meals available to them in different restaurants / take away / events within the Food Hub.

Thus, the marketing objectives for the bazar, are the followings:

- The business in Roskovec can potentially be our customers. We can set a target of 15% as a starting point with 10% growth per year.
- There are 21.742 residents in Roskovec, according to 2011 Census, with a significant projected growth over the next 3 years.
- Thousands of people visited the city annually, believing that visitation will remain similar over the next five years.

The local population is extremely important, because they can carry us through the four low visitation months, and will determine whether we become an established community destination.

Market Operating Objectives / operations

The food hub, as the center of a larger market district, is a major public investment that will attract further investment from the private sector. The market can be considered as the “soul” and foundation of this district. It can take the lead to establish a healthy community ethos based on principles that adhere to the project’s goals.

The principles that will act as a guiding force for the establishment and operation of the market are as follows:

1. Operating objectives
 - a. To allow local control over all aspects of the market
 - b. To run the market entrepreneurially and to grow the market
 - c. To create a diversified staff to meet all the market needs
 - d. To operate self-sufficiently in terms of budget



2. Public goals

- a. To coordinate public and private interests
- b. To preserve the integrity of the market and its traditional role
- c. To sustain the market as a public gathering place
- d. To support women and minority business enterprises
- e. To meet the food shopping needs of all income levels
- f. To involve stakeholders in market decision making

3. Neighborhood and community development objectives

- a. To leverage the market as a catalyst for district development
- b. To work collaboratively with diverse community and business interests.

Pricing and Promotion

We will gear prices towards our competitors in the nearest cities, with a small “convenience” increase for offering them locally. This will offset our distribution costs. Local discounts, daily specials, and new products will satisfy customers they are getting a good value, while keeping them intrigued.

Our emphasis on consistently good service, from special orders to recipe help, will make new customers repeat ones. This positioning strategy should be achieved through an integrated communication strategy. This marketing strategy consists on constantly integrating ATL and BTL activities.

Promotional options that will be used include print campaigns, television spots and internet advertisements, etc. Promotional opportunities also include social networking sites, such as Facebook and Twitter, and text-based advertising for already customers’ mobile phones. The promotional strategy should involve such elements as the audience that must be targeted with the advertising, as well as the amount that should be spent on the advertising and the amount of return expected from the advertising.



ATL:

- Outdoor advertisement (billboard, posters, postcard, vehicle wrap, graffiti, etc.).
- Media advertisement (ads and news briefs in newspapers, radio, TV, social media, online banners)
- Co-branding strategy (with local businesses, flyers, discounts)
- Stationary (bags, promotional coffee mugs, promotional kitchen supplies)

BTL:

- Events (culinary competitions, music nights, book events, etc.)
- Promotion (sales coupons, etc.)
- Public Relations
- Word of Mouth

Roskoveci's food hub most important sales strategy is developing an environment in which customers will return time after time because our market provides knowledgeable, friendly staff, quality products, and a comfortable atmosphere that fills their needs.

When customers visit the hub, they will know they are entering to a clean facility with the best service in the industry. Our pricing strategy will focus on providing high quality, hard to find local products and services at a fair price.

We will make use of local discounts, daily specials, and new products to keep customers interested and to help them feel they are getting a good value.

The market will have its dedicated website, which is intended to be an enjoyable virtual shopping experience for its actual customers and potential future ones. The website will be simple, well designed and will be always updated in order to keep customers always well informed.

Of course that the market's website popularity will grow as we inform our customers about it through traditional techniques. In the future, the online shopping option might be added, in order to respond to the needs of a certain target audience which enjoys and prefer that shopping experience.

The website address will be displayed in the stores, print outs and in any other promotional material that will be used by the market.



The value of creating a defined brand strategy

Branding is crucial for new startups and products and services sold in huge consumer markets. It is also important in B2B because it helps you stand out from your competition. The brand strategy brings your competitive positioning to life, and works to position you as a certain something in the mind of your prospects and customers.

Successful branding creates what is called “brand equity” – the amount of money that customers are willing to pay just because it’s that brand. In addition to generating revenue, brand equity makes the company itself valuable over the long term.

The followings are recommended for the food hub branding strategy:

- Develop the brand around emotional benefits. They should transmit the enjoyable local experience, youth, innovation, etc. that someone can feel once in the food hub.
- Think of the brand as a person with a distinct personality and transmit that personality in all the promotional materials. Describe that personality in all the PR activities that the food market will undertake.
- Write positioning statements and a story about the brand and use them throughout all promotional materials.
- Choose and take copyrights actions for colors, fonts and other visual elements that match the above chosen personality.
- Determine how the employees will interact with prospects and customers, in order to convey the personality and make sure that the desired brand lives within the food hub.

4. SWOT Analysis

<p>STRENGTHS:</p> <p>HUMAN RESOURCES AND LABOR MARKET</p> <ul style="list-style-type: none"> • Human resources relatively young • Well qualified staff of Municipality • <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Strategic cross position with towns Berat and Fier • Public infrastructure that can support the development of commerce <p>NATURAL RESOURCES</p> <ul style="list-style-type: none"> • Touristic places for tourism • The investment done by the municipality to develop traditional resources of the area <p>ECONOMY AND DEVELOPMENT</p> <ul style="list-style-type: none"> • Good agricultural land • Relatively low property prices compared to capital city and other towns • Agricultural products of good quality • Agricultural tradition Farms • Oil sources as a base for development of the area 	<p>WEAKNESSES:</p> <p>HUMAN RESOURCES AND LABOR MARKET</p> <ul style="list-style-type: none"> • High degree of long-term unemployment • High out migration • Relatively low income level, weak purchasing power • Existing tradition of being employed by someone else, rather than becoming an entrepreneur • The low level of ICT involvement and lack of employment in technological sectors. Individuals with poor knowledge on ICTs. • Few university-educated persons stay in the region after they have finished their studies <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Lack of infrastructure to reach remote areas • Low available funding to cover the building and maintenance of infrastructure • Lack of innovation dedicated facilities <p>NATURAL RESOURCES</p> <ul style="list-style-type: none"> • The cultural heritages of the area have to be better maintained • Few investments for touristic sides • Lack of NGO-tradition <p>ECONOMY AND DEVELOPMENT</p> <ul style="list-style-type: none"> • Weak local economies • Weakness of marketing • Low competitiveness among the businesses of
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	<p>the area and poor access to SME's funding</p> <ul style="list-style-type: none"> • Too few entrepreneurs and good examples. • In some cases low readiness to start using new technologies within businesses • Unable to develop key sectors such as tourism, manufacturing and agro-processing in higher economic level.
<p>OPPORTUNITIES: HUMAN RESOURCES AND LABOR MARKET</p> <ul style="list-style-type: none"> • New job opportunities can be created within the private service sector • Making use of returnees knowledge and experiences • Young people and job seekers through the development of their skills, can pose potential innovative ideas • New networks and improved dialogue between the actors in the area • Development and experimenting with new forms of social and other public services <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Good geographic position and good climate conditions • Development of sports areas within the municipality area • Municipality investments to public institutions <p>NATURAL RESOURCES</p> <ul style="list-style-type: none"> • Use of innovative techniques in the 	<p>THREATS: HUMAN RESOURCES AND LABOR MARKET</p> <ul style="list-style-type: none"> • Brain drain to other cities and the emigration of skilled workers • Decreasing population • Depopulation of the country-side and ageing of population • High unemployment • Lack of qualified work force <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Lack of financial and human resources in preservation and maintenance of natural, cultural and historical heritage • Unbalanced development compared to the other municipalities • Environmental problems from the use of firewood • Environmental problems due to pollution of water systems • Roads that connect municipality center with some distant villages do not meet the standards • Water supply requires a better management • Waste management in the area needs to be improved

promotion of natural and cultural attractions and the development of distinctive tourism and agricultural products

- Information about the appropriate instruments on energy savings and renewable can lead to sustainable use of energy resources in the area

ECONOMY AND DEVELOPMENT

- Development of sectors with a direct impact on economic growth of the area such as agro-processing, tourism, manufacturing, etc.
- Increase in the processing of area's raw materials and take advantage of opportunities for local production
- Increased development potential of small local enterprises
- The increasing demand for ecologic products
- Electronic commerce can stimulate increased trade and profitability even within small businesses
- Increased cooperation among villages aiming at their sustainable development and strengthening of competitive position of the area
- Possible access to natural gas resources (TAP)

NATURAL RESOURCES

- Flooding during Spring and Autumn threatens the agricultural production
- Soils of naphtha where people have built their houses are a risk for healthy life of the community creating social problems.

ECONOMY AND DEVELOPMENT

- Unsustainable development
- Enterprises straggling when it comes to marketing, development of products and design skills
- Low knowledge about other markets
- Educational supply does not meet the new needs of the businesses

5. Conclusions and Recommendations

In an increasingly urban context, local government needs to provide basic services to its citizens and to facilitate local economic development initiatives in order to fulfill its potential as development actor to ensure effective, coherent and accountable development through bottom up and demand driven cooperation. Based on this research are identified the following areas where is suggested to work for achieving the socio-economic growth of the Municipality of Roskovec:

- ✓ Increase co-ordination and integration between different policy areas at national level, concerning local development, in order to invest in the most efficient area like oil industry.
- ✓ Focuses on enterprise development, agricultural food processing, and job creation.
- ✓ The promotion and support of local businesses including the support for the analysis of product value chains and clusters, agriculture, livestock farming growth, food processing, etc.
- ✓ Prioritizes social inclusion, youth and women's empowerment, and people in need, generating sustainable economic opportunities for all people, including women, youth, minorities and other vulnerable groups.
- ✓ Facilitates innovative finance qualifying the local government employee for a strong local government that, beyond service delivery, fully exercises its mandate to govern, including by steering and promoting the local economic development and raising local revenue.
- ✓ Assist in the establishment of strong performance management, monitoring and evaluation systems that would provide government and the wider community with information to measure and assess the contribution of all actors to local development.
- ✓ Strengthening the public private partnership as an important tool for economic growth and job creation in the territory of municipality. The improvement of primary health care as a necessity with the impact to the quality of life for the inhabitants of Roskovec municipality.
- ✓ Transport accessibility for the whole villages of the municipality will be provided for the people of the area.
- ✓ Investing tonatural resources and the beauties of the area to promote the development of rural and cultural tourism

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