**Proposed questionnaire to be collected as basis for the SWOT analysis**

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| **Cross-border programme**  **between Republic of North Macedonia and Republic of Albania**  **Questionnaire for local authorities of the eligible geographical area** |

This questionnaire can be also filled out by representatives of other types of territorial units (e.g. regions, districts and cantons), where applicable.

**Date of completion:<date>**

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| **1** | **Contact details of the person who filled out the questionnaire or was interviewed:** | | |
| Name |  | |
| Position |  | |
| Institution |  | |
| Email |  | |
| Telephone |  | |
| Fax |  | |
| Address |  | |
| **Data on the territorial unit (i.e. region or municipality)** | | | |
| **2** | **Name** | |  |
| **3** | **Have there been any key investments (public, industrial and/or commercial) during the last 5 years in your territorial unit?** | | ☐yes ☐no |
| **If yes, please, specify the purpose and amount involved** | |  |

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|  | **Please read carefully the following list of potential strengths and weakness. Afterwards, always from the CBC perspective[[1]](#footnote-1),respond to the questions 4 and 5 below.** |
| 1. ***General aspect*** |
| Quality of the environment, including green economy initiatives, disaster resilience and disaster prevention, preparedness and response |
| Tourism, cultural and natural heritage |
| Research and technological development |
| Development of digital economy and society |
| Health care services |
| Social care services |
| Educational, sports and youth services |
| Labour market |
| Entrepreneurial support, including access to financing |
| Governance, planning and administrative capacity |
| Other public services depending on the territorial unit (please specify):  …………………………………………………………………………………………………………………………….  …………………………………………………………………………………………………………………………….. |
| 1. ***Infrastructure*** |
| Availability of business sites / premises (industrial zones, incubators) |
| Telecommunications / internet access |
| Heating (if central system exists) |
| Housing |
| Electricity supply |
| Gas supply |
| Refuse collection |
| Waste management (dumps/landfills, separation, recycling) |
| Water supply |
| Irrigation |
| Sewerage |
| Waste water treatment |
| Roads |
| Rail |
| Leisure / sports / culture (facilities) |
| Other type of investment depending on the territorial unit (please specify): ……………………………………………………………………………………………………………………………….  ……………………………………………………………………………………………………………………………….. |

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| **4** | **What do you see, from a cross-border cooperation (CBC) perspective, as the five main strengths of your territorial unit?** | 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| **5** | **And, equally from the CBC perspective, the five most acute weakness?** | 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

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|  | **Please read carefully the following list of potential opportunities over your territorial unit. Afterwards, always from the CBC perspective, respond to the question 6 below.**  By “opportunities” we mean those chief, favourable external factors which may help developing your territorial unit from a CBC perspective giving it a competitive advantage in any thematic sector but that you cannot change |
| National policy for development of SMEs |
| Development of regional markets and internationalisation |
| Existence of business incubators and/or industrial zones |
| Development of agricultural production and food processing |
| Standardisation and certification of local agricultural/agro-food products |
| Labour market mobility |
| Workforce employability |
| Social inclusion of marginalized groups |
| Presence of a network of institutions dealing with research, technological development and innovation |
| Access and quality of ITC |
| Disaster management systems and emergency preparedness |
| Efficient and sustainable use of natural resources |
| Development of alternative sources of energy |
| Increased maintenance / development of the existing infrastructure |
| Improved solid waste collection and disposal systems, including recycling and green agenda principles |
| Enhanced waste water treatments |
| Development of tourism offer connected with the promotion of culture/natural heritage |
| Specific new tourism trends |
| Education, labour, health care and social infrastructure |
| Other (please specify):  ………………………………………………………………………………………………………………………………. |

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| **6** | **What do you see, from a cross-border cooperation perspective, as the five main opportunities of your territorial unit?** | 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

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|  | **Please read carefully the following list of potential threats over your territorial unit. Afterwards, always from the CBC perspective, respond to the question 7 below.**  By “threats” we mean those chief, unfavourable external factors which may slow down or be an obstacle for the development of your territorial unit in specific sectors and that you cannot change, always from the CBC perspective |
| Grey economy |
| Corruption in the public sector |
| Unresolved property issues |
| Insufficient financial resources from the public budget for addressing the infrastructure shortages (transport, water, energy and other environmental issues) |
| Lack of qualified human resources |
| High costs of infrastructure maintenance |
| Permanent danger of various natural disasters |
| Degradation of the environment |
| Immigration |
| Lack or inappropriate national strategy in the relevant field (e.g. agriculture, environment, energy, education, health, social welfare, etc.) |
| Slow decentralisation |
| Other (please specify):  ………………………………………………………………………………………………………………………………… |

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| **7** | **What would you see as the five main threats that could harm your territorial unit?** | 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

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| **8** | | **Do you have experience in cross-border cooperation in the framework of EU-funded CBC, transnational programmes and other (bilateral programs, institutional cooperation, etc.)?** | | | |
| ☐ IPA CBC Programme <to insert the name>  ☐ IPA CBC Programme <to insert the name>  ☐ IPA CBC Programme <to insert the name>  ☐ IPA CBC Programme <to insert the name>  ☐ IPA CBC Programme <to insert the name>  ☐ IPA CBC Programme <to insert the name>  ☐ IPA CBC Programme <to insert the name>  ☐ Transnational Programme <to insert the name>  ☐ Transnational Programme <to insert the name>  ☐ Transnational Programme <to insert the name>  ☐ Transnational Programme <to insert the name>  ☐ Other EU programs (please specify): ………………………………………………………………………  ……………………………………………………………………………………………………………………  ☐ Other programs funded by bilateral partners, international organizations or IFI’s (please specify):  …………………………………………………………………………………………………………………….  ☐ Institutional cooperation (e.g. inter-municipal cooperation, joint programmes, plans, events, euro-regional cooperation etc. - please specify): …………………………………………………………………..  ……………………………………………………………………………………………………………………… | | | |
| **9** | | **Has your territorial unit already established cooperation with other legal entities in Republic of Albania?** | | | |
| **If yes, please, specify with whom:** | | | |
| 1. | | | |
| 2. | | | |
| 3. | | | |
| **If yes, in which area were/are you cooperating?** | | | |
| ☐Maintenance/development of infrastructure (please specify: road, water supply, solid waste, etc.)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Strategic planning (e.g. urban plan, local development plan, etc.)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Alternative sources of energy: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Management/protection of natural resources: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Culture: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Education: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Health: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Social: please specify\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Leisure and tourism, including sport: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Agriculture/rural development: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Business/trade: please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  ☐Other: please specify\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |
| **10** | | **Please evaluate the technical and administrative capacity of your institution to prepare and implement projects under EU-funded CBC programmes:** | | | |
| Please specify the number of applications in which your territorial unit participated under | | | |
| The 2007-2013 CBC programmes: | <number> | | |
| The 2014-2020 CBC programmes: | <number> | | |
|  | | | |
| Please specify the number of projects in whose implementation your territorial unit participated under | | | |
| The 2007-2013 CBC programmes: | <number> | | |
| The 2014-2020 CBC programmes: | <number> | | |
|  | | | |
| Please specify the cumulated amount of the EU-funded grants that you received thanks to the implementation of projects under | | | |
| The 2007-2013 CBC programmes: | <€ amount> | | |
| The 2014-2020 CBC programmes: | <€ amount> | | |
|  | | | |
| Do you have a special organisational unit for preparation and implementation of projects?  ☐ Yes ☐ No  If yes, please specify which?  …………………………………………………………………………………………………………………………….. | | | |
| How many of your employees usually work on the preparation and implementation of the projects? | <number> | | |
| Do you have earmarked funds within the budget of your territorial unit for co-financing projects? | ☐ Yes ☐ No | | |
|  | | | |
| Please specify if you have participated in the implementation of projects under in any other EU instrument or programme:……………………………………………………………………………………………………………… | | | |
| If yes, in how many projects? | <number> | | |
| If yes, what was the cumulated amount of the EU-funded grants that you received or benefited from? | <number> | | |
|  | | | | | |
| **11** | **In which of the following thematic clusters/priority areas would you like to establish further cross-border cooperation with Republic of Albania?** (Please prioritise using numbers as follows ‘1’ highest and ‘5’ lowest) | | | | |
| 1. **Employment opportunities and social rights** | | | |  |
| * 1. **Employment, labour mobility and social and cultural inclusion**   *(promoting the integration of cross-border labour markets, including cross-border mobility; joint local employment initiatives; information and advisory services and joint training; gender equality; equal opportunities; integration of immigrants' communities and vulnerable groups; investment in public employment services; and supporting investment in public health and social services)* | | | | |
| * 1. **Youth, education and skills**   *(developing and implementing joint education, life-long learning, vocational training, training schemes and infrastructure supporting joint youth activities, including festivals, sports tournaments and cultural events)* | | | | |
|  | | | | |
| 1. **Greener and improved resource efficiency** | | | |  |
| * 1. **Environmental protection, climate change adaptation and mitigation, risk prevention and management**   *(promoting joint actions for environmental protection; promoting sustainable use of natural resources, coordinated maritime spatial planning, resource efficiency and circular economy, renewable energy sources and the shift towards a safe and sustainable low-carbon, green economy; promoting investment to address specific risks, ensuring disaster resilience and disaster prevention, preparedness and response)* | | | | |
|  | | | | |
| 1. **Public infrastructures/connectivity** | | | |  |
| * 1. **Sustainable transport and public infrastructure**   *(reducing isolation through improved access to transport, digital networks and services and investing in cross-border water, waste and energy systems and facilities)* | | | | |
| * 1. **Digital economy and society**   (deployment of digital connectivity, the development of e-Government services, digital trust and security as well as digital skills and entrepreneurship) | | | | |
|  | | | | |
| 1. **Business environment and competitiveness** | | | |  |
| * 1. **Tourism and cultural and natural heritage**   *(developing collaboration, capacity and joint use of infrastructures in the tourism sector, encouraging entrepreneurship, cultural cooperation, protection and enhancement of cultural and natural heritage for tourism purposes)* | | | | |
| * 1. **Competitiveness, business environment and SME development, trade and investment**.   *(promotion and support to entrepreneurship, in particular small and medium-sized enterprises, and development of local cross-border markets and internationalisation)* | | | | |
| * 1. **Research, technological development and innovation and digital technologies**   *(promoting the sharing of human resources and facilities for research and technology development)* | | | | |
|  | | | | |
| 1. **Capacity of local and regional authorities to tackle local challenges** | | | |  |
| * 1. **Governance, planning and administrative capacity of local and regional authorities**   *(promoting local and regional governance and enhancing the planning and administrative capacity of local and regional authorities)* | | | | |
|  | | | | |
| **Please provide a short justification for the selection of the thematic cluster/thematic priority ranked first:**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | | | | |
| **12** | | **What are, according to you, the main difficulties for establishing cross-border cooperation with Albania?** Please allocate points between ‘1’ (highest) and ‘5’ (lowest) | | | |
| Difficult communication (for instance due to language barriers where applicable) | |  | |
| Unfriendly customs procedures | |  | |
| Difficult access due to deficient road infrastructure | |  | |
| Difficult access due to lack of border crossings | |  | |
| Lack of knowledge of the situation in Republic of Albania | |  | |
| Existence of prejudices | |  | |
| Different administrative procedures on each side of the border | |  | |
| Non-harmonised interpretation of the rules for the implementation of projects | |  | |
| Complicated tender procedures | |  | |
| Large economic disparity across the border | |  | |
| The use of English language for application and implementation of EU-funded contracts | |  | |
| Lack of managerial skills to handle EU-funded contracts | |  | |
| Other (please specify): | |  | |
| **13** | | **Has your territorial unit ever received any grant from International Financing Institutions (IFIs) or donors other than the EU (e.g. USAID, UN, SIDA, Swiss Aid, etc.), particularly in the domain of CBC?** | | | |
| ☐ Yes ☐ No | | | |
| **If yes, please specify the donor and the activities financed (specific programme, theme, etc.)** | | | |
|  | | | |
| **14** | | **Please tick in the list below those documents, strategies, plans or studies your territorial unit has.** | | | |
| ☐Overall strategy for sustainable development  ☐Local economic development plan  ☐Agriculture/Rural development plan  ☐Tourism development plan  ☐SMEs development plan  ☐Local environmental development plan  ☐Energy efficiency development plan  ☐Waste management plan  ☐Social policy development plan  ☐Local action plan for children  ☐Local action plan for youth  ☐Local action plan for Roma  ☐Local action plan for refugees and IDPs  ☐Urban plan/Spatial plan  ☐Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |
| **15** | | **If you selected any strategy or plan under the previous question, please explain what has been already achieved out of what was planned.** | | | |
|  | | | |
| **16** | | **If there is anything else you would wish to add, please do it here** | | | |
|  | | | |

**Thank you very much indeed for your time and input provided. You are likely to receive an invitation to the presentation of the situation and SWOT analyses, as well as the future CBC programme strategy.**

1. Following the joint development of an operation by at least two cross-border partners, cross-border cooperation would mean the joint implementation and financing of activities by the partners resulting in the intensification of good neighborly relations, sustainable partnerships for socio-economic development and/or the removal of obstacles to this development. [↑](#footnote-ref-1)