

FERIZAJ MUNICIPALITY



STRATEGY
for
LOCAL
ECONOMIC DEVELOPMENT
2005 - 2007

March 2005



**PROJECT: Developing Enterprises Locally through
Action and Alliance (DELTA II)**

**An economic development project co-financed
by the Open Society Institute, participating
Municipalities, and Friedrich Ebert Stiftung**



Disclaimer

This strategy has been written by municipal teams with advice from the World Bank Group, LGI and RIINVEST. The World Bank Group, LGI, and Riinvest take no responsibility for the content of this strategy; however they congratulate the Municipality for the quality of this work.

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INTRODUCTION

The ‘Strategy for Local Economic Development of the Ferizaj Municipality 2005-2007’ is the output of the DELTA II Project. The Municipality of Ferizaj was selected for this Project together with four other Kosovar municipalities¹.

DELTA II is co-financed by the Open Society Institute (OSI) in Budapest, with the participating municipalities themselves, as well as ‘Friedrich Ebert Stiftung’ (FES), contributing financially on a smaller scale. The Washington-based World Bank supported the project by providing technical assistance. The Project has been implemented by the Riinvest Institute for Development Research, based in Prishtina. The Goal of the Project was ‘to enable municipalities to promote SME (small and medium enterprises) development’. In addition to this goal, DELTA II has other objectives such as the capacity strengthening of municipal administration in drafting and implementing Local Economic Development Strategies (LED), support for municipalities in the creation of favourable conditions for SME development, and strengthening the partnership between the municipal government, the business community and civil society.

The Strategy contains the Vision, Goals, Objectives, Programs, and Projects, all of which are linked and harmonized with each other. The Strategy will be considered as the basis for the Municipal Government of Ferizaj during the three-year phase 2005-2007.

How was the Strategy developed? At the beginning of the strategy design process, the Municipal LED Team was formed, and the Working Group and

¹ The five municipalities participating in the DELTA II project are: Gjilan, Peja, Ferizaj, Drenas (former Glllogoc) and Lypjan.

Stakeholders' Forum were established. The LED Team and the Working Group received political support from municipal leaders. During the cycle of strategy drafting, four workshops were organized in which the Ferizaj Municipality LED Team actively participated. Workshops were divided into theory and practice, and the whole process was moderated / facilitated by the Management Team of the DELTA II project from Riinvest as well as by local experts from Riinvest and international consultants. After each workshop action plans were prepared to serve as a guide for the Municipality LED Team to conduct strategy drafting activities. The Municipal Team, in cooperation with the Working Group and supported by municipal stakeholders, consecutively worked on many aspects such as data collection and processing, and defining the Vision, Goals, Objectives, Programs, and Projects.

In addition, the Municipality LED Team took part in a study visit to Slovenia from 26 September to 2 October 2004, in which the Team learned about Slovenian experiences in the LED field, local administration, the drafting of development strategies, business zones, business incubators in Slovenia, etc.

I. ORGANIZING EFFORTS

The Municipality of Ferizaj embarked upon its strategic planning with the support of the Mayor, the Chief Executive and Directors of the Executive Board. They created a LED working group which consisted of 5 members who managed, coordinated and administered the process.

Members of Ferizaj's Municipal LED Team are:

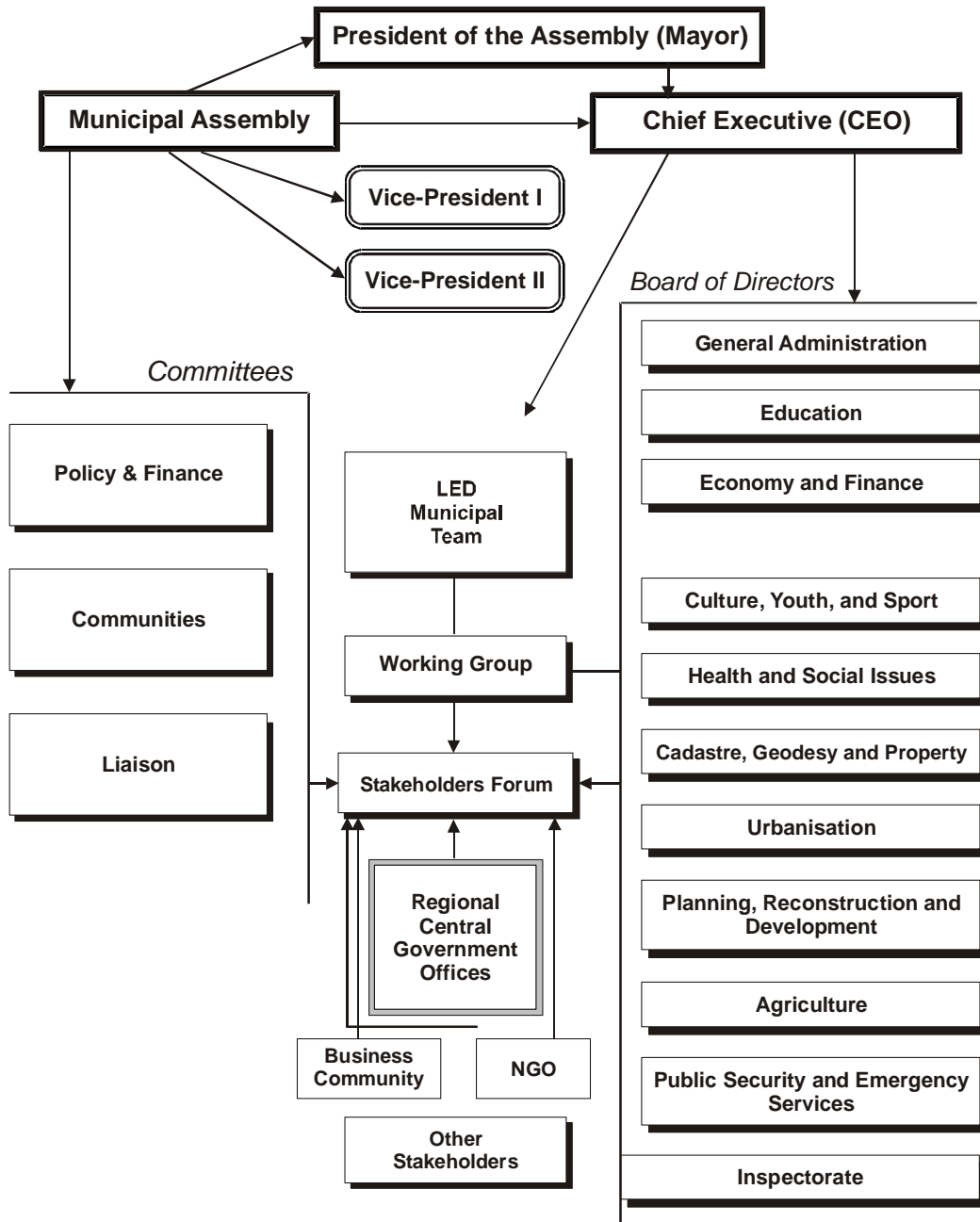
1. Dukagjin Etemi – Municipal Director for Economy and Finance, Team Leader
2. Lulzim Shabani – Official in the Municipal Directorate for Planning, Reconstruction and Development, and Representative of the SOE “UNIVERSE”, Member
3. Arsim Sahiti – Municipal Director for Agriculture and Rural Development, Member
4. Bashkim Jashari – Municipal Director for Urbanism, Member
5. Gafurr Ilazi – Municipal Director for Planning, Reconstruction and Development, Member.

The leader and political supporter of the LED Working Group is the Chief Executive Sahit Krasniqi. Between 19 and 27 April 2004 the Working Group identified representatives of public institutions, businesses, industries, civil organizations, professional private organizations, and groups of experts and created the wider groups.

On 12 May, 2004 the first meeting of the Stakeholders Forum was held, at which they were informed about the project's relevance and their roles in the project. In this meeting a Leading Committee was created, headed by Hamdi Qerimi, representative of the New Bank of Kosova.

The Stakeholders Forum held four meetings with interested groups, usually at the end of each action plan, in order to assess the progress of the strategy. The Agenda and material for each meeting was distributed and representatives of the local media followed the meetings and other activities of the group.

Organizational Structure of the Ferizaj Municipality



After the creation of the working groups, the Municipal LED Team continued with selecting, processing and analyzing the data for: demographic movement, employment, education, SMEs, sectors and their structure, investments, infrastructure, etc., including an analysis of their competitive abilities. In addition, the municipal groups, in coordination with other municipal staff, defined the vision, goals and objectives for the next 3 years. Within the scope of the project activities, on the one hand aiming at exploitation of municipality advantages and opportunities, and on the other hand on eliminating weaknesses, or avoiding threats, the municipal teams identified the programs and projects that will serve as a basis for the municipal government to achieve its strategic goals. By the end of the project a complete municipal strategy for local economic development was written and published. An integral part of the entire process was the Municipal Assembly, which was continuously informed on the progress of the strategy, and which at the end of the process, confirmed its formal approval of the strategy.

Municipality Structure

The organizational scheme (see below) shows that municipal LED team had the full support of the Mayor of the Ferizaj Municipality, Mr. Adem Salihaj, and the Chief Executive Mr. Sahit Krasniqi, whose political support was considerable, as well as other forms of backing, such as the administrative and professional support of other directorates.

Municipal budget

The Municipal budget is secured from two sources: grants from Central Government and own municipal incomes. The Municipal Budget for 2004 was 10,417,102 €; 7,714,604 € from Central Government and 2,702,498 € from municipal incomes.

Table 1. Municipal Budget Structure for 2004 and 2005

	Budget 2004			Budget 2005		
	Budget	Grants	Income	Budget	Grants	Income
Programme	4,687,425	2,258,504	2,428,921	2,428,921	4,032,367	1,789,021
Administration	4,486,048	4,451,048	35,000	35,000	4,537,471	4,429,471
Education	1,053,817	815,240	238,577	238,577	1,076,488	876,488
Health	52,917	52,917	0	0	53,943	53,943
Local Community Office	138,895	138,985			138,048	138,048
Fire Brigade	10,417,102	7,714,604	2,702,498	2,702,498	9,838,317	7,349,971
Total	4,687,425	2,258,504	2,428,921	2,428,921	4,032,367	1,789,021

Comparing the incomes for the years 2004 and 2005, in 2005 there is a drop in incomes. The reason for this fall is that in 2004 income planning for municipalities was made by the Ministry of Economy and Finance, where some of the target incomes were set at a very high level, which the municipality found impossible to collect. An example for the Municipality of Ferizaj is the collection rate planned for Property Tax for the year 2004. An income of 714,300 €, was planned for property tax, but a more achievable target of 500,000 € should have been planned. When we refer to the data for 2004, based on regulation 2003/29 (article 8) we have a decrease in the value of housing of 10,000 € that indicates an automatic decrease in Property Tax of about 160,000 €, which shows that the planning of incomes for the municipality was not realistic.

Comparing the incomes planned for 2004, of the 2,702,498.00€ in total incomes, only 1,692,456.07 €, or 62% of the planned incomes were collected, forcing the creation of an income plan for 2005 at a lower level.

The incomes of municipalities are used exclusively for capital projects that are in the direct interests of citizens, which indicate that income collection is very important for the municipality. In this direction the most important objective of the municipality would be the property tax collection, as this is the most important aspect of the municipality's budget income.

II. LOCAL ECONOMY ASSESMENT

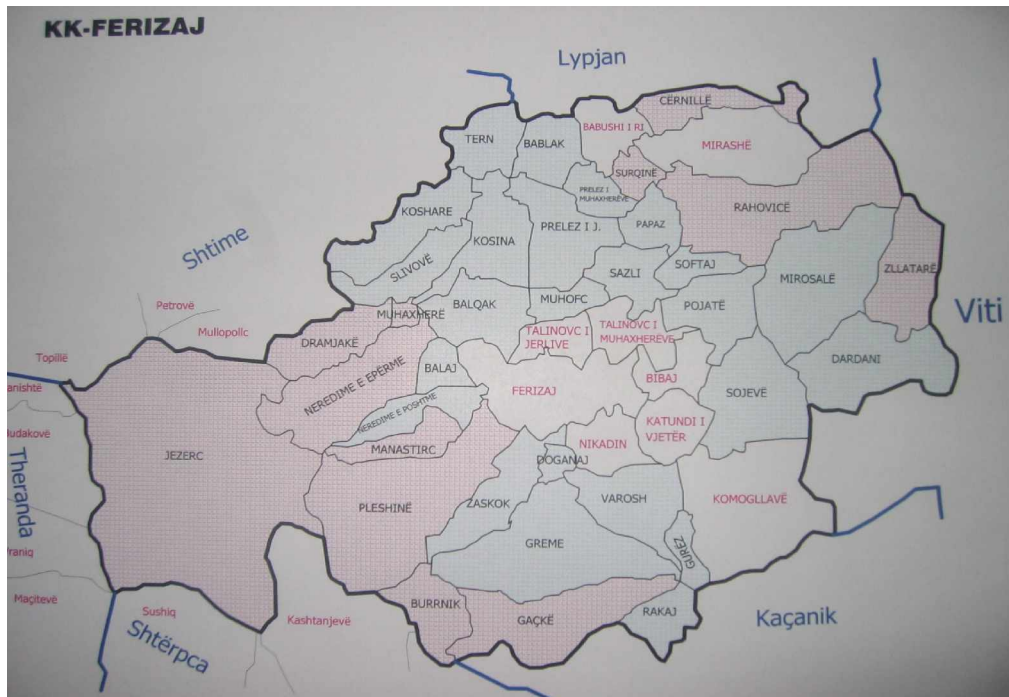
History

The city of Ferizaj is a relatively new settlement - one of the newest centers in Kosova. One of the most important factors of its historical past affecting the establishment and economic development of the city of Ferizaj is undoubtedly the construction of the railway line (1873) and the railway station, as it is an important line for the transport of passengers and goods, simultaneously impacting changes in the physiognomy of the settlement which now has developed into a city. The origin of the city's economy started with some small activities, mainly handicrafts and trade - for example, in 1900 of the 400 houses at that time, 200 were stores. Except the roof-tile factory, all the other enterprises that exist in Ferizaj have been established in the period after World War II.

The economy of Ferizaj developed steadily until the application of the compulsory emergency measures (in 1989-1990), which had an impact especially upon the metal industry; wood processing industry and civil engineering. Besides these, Ferizaj had also developed other economic branches such as trade, communications (transport), forestry, agriculture, etc. The ruin of Kosovo's autonomy by Serbia and especially the war has had major consequences for Ferizaj's economy. After the war, efforts have been made to consolidate, revitalize and activate the capacities of these enterprises, but with no significant results.

Geographical position

Ferizaj has a suitable economic and geographical position. It is situated on the southern part of the Kosova Plain, with an area of 344.71 km². It is surrounded by seven other municipalities. Ferizaj is 36 km from Prishtina, and 48 km from Skopje. The Municipality's special feature is the Nerodime River Bifurcation, a rare hydrographical phenomenon, where the water of this river divides and runs in two different directions, one towards the Aegean Sea and the other to the Black Sea. This phenomenon is unique in Europe. The Ferizaj Municipality relief is characterized by three natural features: the Sharri Mountains in the west and north-west, the Kosova Plain and some hillocks and mountain zones in the east.



Natural resources

The Municipality of Ferizaj is relatively rich in natural resources. The Sharri Mountain range is rich in flora and fauna, and has a specific type of relief. At the same location one encounters a diversity of rocks and minerals, while the plains are covered with Neocene deposits, where useful minerals can be seen,

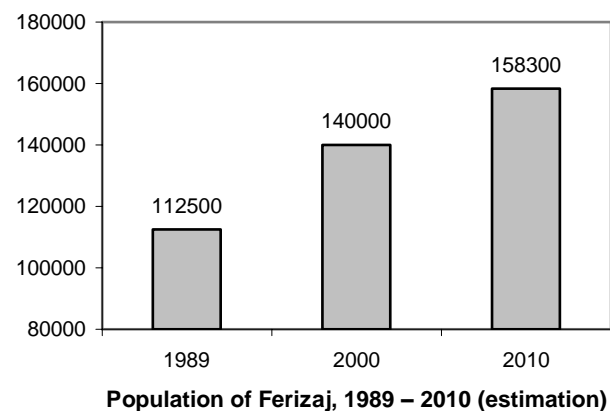
such as: quartz sand (close to Mirosala), argyle sand (close to the agricultural airfield), lead and zinc minerals (in Mirash village), mineral water (in the village of Gačkë) and layers of lignite located throughout the area of the Neocene deposits, and also potential oil at a depth of 1600m. It is assumed that in the east of the Ferizaj Municipality there are argyle reserves. Close to Zllatar village, there are leucite reserves (a phosphor mineral), which can be used in producing artificial fertilizers.



Surface mines for exploitation of quartz sand in Mirosal

Population

According to estimations², the Municipality of Ferizaj has around 140,000 inhabitants, with a population density of 406 residents per square kilometer. The average annual population growth rate is 2.6-3 %. The Municipality is made up of 44 villages, organized into 11 Organizational Units. Close to half of the population of the municipality lives in rural areas.



² The last population census in Kosovo was carried out in 1981, due to political problems (Kosovo occupied by Serbia). The calculation of demographic data was done by using the average population growth from previous censuses.

Education

The educational system in the Municipality of Ferizaj is developed according to the following scheme (see Table 2):

Table 2. Number of students per school level

Shcool year 2003/2004	Number
Kindergarden 9 months -5 years	187 children
Pre-school education	1,658 children
Primary education I-IX year	20,701 pupils
Middle and High School education X,III.IV	5,066 students
Technical High School	78 students

The most important problems in the education field are the lack of school buildings, the lack of furniture, teaching equipment, practical equipment (furniture – laboratories), the lack of school libraries, sports halls, sports fields, and rooms for practical teaching in high schools etc.

In order to improve the state with cadres in the municipality, the Municipal Assembly and the Municipal Education Directorate have awarded to the students 100 scholarships especially to those who study deficiency subjects, and in the future it is planned to increase the number of scholarships based on the municipality's needs for professional cadres.

The Centre for Professional Training, the Didactic Centre and the Labor University have organized training for the qualification, re-qualification and specialization of labor force in the municipality.

Unemployment

According to the Regional Employment Centre (May 2004), the number of registered jobseekers in the Ferizaj municipality is 15,669, of which 40% are females. However, these data do not represent the real unemployment situation, because many citizens have not registered at the Centre because they believe the opportunities for employment are low. The tables below show the structure of the unemployed, and the unemployed by age. As one can see in Table 3, the largest number of registered unemployed comes from people with secondary education. One of the possible reasons for this is that this level of education does not offer people the necessary practical skills. Table 4 shows that most of the unemployed are from the 25-39 age group (8,079).

Table 3. The number of Job seekers according to their qualifications

Job seekers	Number
Unqualified (untrained)	7,931
Semi-qualified	748
Qualified (trained)	2,406
Secondary school	4,233
High school	191
University	160
Total	15,669

Source: Regional Employment Center, Ferizaj, May 2004

Table 4. Job seekers according to their age

Job seekers	Number
16-24 years old	3,390
25-39 years old	8,079
40-54 years old	3,715
55 +	485
Total	15,669

Source: Regional Employment Center, Ferizaj, May 2004

Infrastructure

In general, the infrastructure in the city is not at a satisfactory level and does not fulfill the needs of the city's residents; there are insufficient supplies of drinking water, no sewage system in 45% of the city's territory, and an old telecommunications network. Although a lot of investment was made in the infrastructure after the war³, a lot remains to be done, especially with regard to road infrastructure, the energy, water supply and sewage systems, and telecommunications.

There is a need for new urban plans, as the existing ones are outdated. In addition, the population is rising every day, hence the new plans must be composed in conform new demands for new housing and business areas.

Economy

³ During the period 2000-2003 more than 2.2 million Euros were invested.

Business Environment - The Authorities in the Municipality of Ferizaj have undertaken many activities to develop businesses, such as facilitating the access to location, licensing for fulfillment of environmental conditions, granting of work permits, taxation and other charges, giving the permission for using agriculture land, establishing rent prices for municipal buildings, improving infrastructure etc.

Some time ago the Municipal Assembly exempted manufacturing businesses from municipal taxes and declared two industrial zones for manufacturing businesses.

The Municipal Assembly also approved other decrees and regulations with the aim of developing businesses:

- Regulation on the minimum technical conditions of buildings and other areas that provide hotel services,
- Regulation on working hours for businesses within the Municipality of Ferizaj,
- Regulation on market inspection,
- Decree for licensing businesses,
- Regulation on property tax,
- Regulation on the hygiene and health supervision of food products and other goods for long term use.

Departments in the Municipal Assembly that are involved in the development of the private sector are: Department for Economy and Finance, Inspectorate Department, Department for Agriculture and Rural Development, Department for Planning, Reconstruction and Development, Department for Urbanization, and Department for General Administration. A survey with some of the businesses that undertake their activities in the municipality of Ferizaj was carried out by Riinvest and EAR and has shown that the local administration in Ferizaj should create better communication channels with the private sector and NGOs. Some of the managers showed that a level of cooperation with municipal administration does exist, but there is a lack of coordinated cooperation, which can, of course, be improved. 7 banks operate within the municipality of Ferizaj, but according to the survey it appears that clients are not satisfied with lending conditions.

The American company “Brown & Root” carried out improvements to the business environment in the Municipality which, according to internet information, had 4,700 employees.

Some support networks for the development of businesses do exist within the Municipality of Ferizaj: The Regional Bureau for Business Development, the

Regional Office of the Chamber of Commerce, Business Associations, and also some professional associations: artisans, farmers, economists, lawyers etc.

Socially owned sector - Before the imposition of the emergency measures (1989-1990) the economy of Ferizaj was well developed, especially in the metallurgical industry, wood industry, food industry and construction. In addition, Ferizaj had developed in other sectors of the economy such as: trading, communication (transport), forestry and agriculture etc. The application of the emergency measures, the massive removal of Albanian employees from SOEs and the war all had a huge effect upon the economy of Ferizaj. After the war much effort was put into consolidating these enterprises and to reactivating their capacities, but results were not promising. It is estimated that in the Municipality of Ferizaj 25 socially and publicly owned enterprises carry out their activities, as shown in the table below. The level of activity in the socially owned enterprises is very low.

Table 5. SOEs by number of enterprises and by number of employees

Description	Number of enterprises	Number of employees
Agricultural enterprises	4	152
Forestry	1	62
Trading enterprises	7	353
Manufacturing industry	8	2443
Municipal public services	1	58
Construction	2	208
Maintenance	1	235
Hotels and restaurants	2	46
Transport enterprises	2	329
Financial enterprises	1	9
Total	29	1696

Two enterprises in the Municipality of Ferizaj were commercialized: the oil factory was commercialized in September 2001. The factory has 160 full time workers, 25 receive social aid, and 20 receive other support. Average incomes are 325 €.

The other commercialized enterprise is a factory for producing and manufacturing exotic fruits (“Minex”) that has 210 employees.

There is only one privatized enterprise in the municipality of Ferizaj, the “Fruit plantation” with 67 employees, and the wood combine “Tefik Çanga” is in the process of privatization.

Private sector – According to data from the Department for Economy and Finance, there are 4,220 registered private businesses in the Ferizaj municipality, with a total of 7,120 employees. Most of the sector is engaged in trade (46%), followed by the service industry (40%), and production (14%). (See attached list of 50 largest private companies in Ferizaj (Annex 1)).

Agriculture – Of the 31,820 ha of total land area in the Ferizaj municipality, 19,010 ha are agricultural land, and 12,810 ha are forestry. Of the agricultural land, the largest part is planted with wheat (5,000 ha), corn (4,200 ha) and 6,550 ha are pastures. Currently in Ferizaj there are three agricultural enterprises that carry out limited activities, because of their difficult economic situation, worn-out agriculture machinery, and lack of investment. The private sector farmers' output meets only the family consumption needs; hence there remains nothing for the market. The following is the total fund of livestock in the municipality: 6,790 cows, 240 calves, 3,815 sheep, and 68,950 chickens.

Culture, Media and Cultural Heritage

Ferizaj has some buildings and cultural institutions: the House of Culture “Hivzi Sylejmani”, build in 1924 (one of the oldest buildings in the city), the City Public Library, build in 1928 plus seven libraries in villages, the “Anton Çetta” library, the “Adriana Abdullahu” professional theatre, the Art Gallery, the city's cinema, the City Historic Archive and the City Museum.

The Municipality of Ferizaj promotes the activities of various institutions and traditional celebrations like: the Month of Culture, the Festival of Kosovar Theatres, the “Kosovarja Këndon” Music Festival, the “Fëmijët e gëzuar” Festival, the “Sofra Ferizajase” Carnival and the Recital Festival of Kosova.

Other associations operate in the following areas:

“Kastriotët” Song and Dance Ensemble, “De Rada” Literary Club, “Zgjimi” Publishing House, “Zef Kolombi” Association of Figurative Artists, “Nol Berisha” Literary Club for Children and Young People, “Vëllezërit Frashëri” Theatre, “PO PO” Youth Theatre, “Therandus” Theatre, “Shkëndijat e para” Theatre, “Trix” Band, “7me7” Band, “Rok Gjinis” Band, “Harmonia” Band, “7 Shtatori” Band, “Marigona” Band, as well as 7 different music groups.

Media

The following media operate within the Municipality of Ferizaj:

“RTV Festina”, “TV Liria”, “Radio Tema”, “Radio Ferizaj”, “Radio Fortuna”, “Municipal Information Service”.

Historical monuments

Ferizaj is a new city but its surroundings have been populated since olden times. According to investigations in places like Varosh, Komogllavë, Jezerc, Nerodime, etc., many archeologists and ethnographers consider that the municipality contains many historical monuments. In particular: Dardan Church, the remains of which have been found on the mountains between the villages of Komogllavë and Sojevë e Fshat i Vjetër; the water-supply system from Illyrian times in the village of Komogllavë, that even now supplies some families with water, the Illyrian tombs (graves) in the village of Varosh, the ruins of the old city in the village of Jezerc, and different remains from different times in Nerodime etc. The research work and collection of materials from ancient times is of specific importance.

Non-government organizations and international institutions

Several local and international NGOs are active in the municipality of Ferizaj. Some of the local NGOs are: the “Ajo” Women’s Network”, Afrodita”, “Women the Future of Society -Rrahovicë”, “Hendikos - Ferizaj”, “Hendifer - Ferizaj”, “Zëri i Popullit - Dubravë”, “Yllka - Sazli”, “Edona - Dubravë”, “Shoqata e të rinjëve”. The NGO presence is very rich and operates in many fields such as: human rights, violence against women and youth, women in politics etc.

III. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Ü Favorable geographical position due to the proximity to the capital Prishtina (36 km), and Skopje (48 km) Ü High quality of arable land Ü Nerodima river Ü Sufficient forests Ü Human resources (young and skilled) Ü Industrial and entrepreneurship tradition Ü Favorable business environment as two industrial zones have been allocated for production businesses with their exemption from municipal fees Ü Level of SME development Ü Employment in international organisations 	<ul style="list-style-type: none"> Ü Insufficient hard infrastructure Ü Lack of urban and spatial plan Ü Insufficient level of partnership between the municipal administration and the business community Ü Dilapidation of agriculture land and forests due to uncontrolled use for construction purposes Ü Weak communication with Diaspora Ü Education system incompatible with business needs Ü Inadequate structure of businesses – small number of production businesses
Opportunities	Threats
<ul style="list-style-type: none"> Ü Utilizing Diaspora capital Ü Application of previous experience of countries in transition and developed countries Ü Privatization Ü Potential for agro-business development Ü Tourism development Ü Training and professional re-qualification Ü Availability of financial opportunities 	<ul style="list-style-type: none"> Ü Undefined political status of Kosova Ü Lack of legal infrastructure for effective functioning of market economy Ü Continuation of unfair market Ü Continuation of unjust economic policies toward agro-business development such as production of wheat seeds, Soya, sunflower and other commercialized plants

IV. VISION

Ferizaj is a city with many values, where the education system will satisfy business needs and where youth and intellectual potential will be the focus of progress and development. SMEs will be the most productive sector for economic development, where employment will grow day by day. The city and surroundings will have a planned urban development; industrial zones will show progress towards contemporary industrialization and integration with world economic trends. Agriculture will provide opportunities for quality food production and investments in recreation centers, tourism and a healthy environment will multiply. The Local Government will be at the service of businesses to attract and provide security for all investors. Ferizaj is a city with a good future.

V. GOALS AND OBJECTIVES

G₁: Improved infrastructure necessary for business growth

- G₁O₁:** By 2007, the Urban Plan needs to be approved and its implementation needs to be under way.
- G₁O₂:** By 2007, a survey of businesses to show a 90% rate of satisfaction, with state of the art infrastructure.

G₂: More responsible Local Government oriented towards business needs

- G₂O₁:** Increase in the level and efficiency of professional administration services for businesses so that administrative procedures are implemented more quickly
- G₂O₂:** By 2007 to ensure a satisfactory level of partnership between municipal administration and the business community which will result in a 70% satisfaction rate for the businesses surveyed

G₃: Improved environment for investment

- G₃O₁:** The business structure to be improved so that by 2007 over 25% would be manufacturing companies
- G₃O₂:** By 2007, the volume of investment is doubled

G₄: Encouragement of agricultural production

- G₄O₁:** Construction of roads in agricultural areas
- G₄O₂:** By 2007, agricultural productivity to increase by 30% throughout

G₅: Improved living environment

G₅O₁: By 2007, citizens are provided with a healthier living environment

G₅O₂: To increase the level of garbage treatment

G₆: Educational system compatible with market needs

G₆O₁: During 2005-2007, secondary education level students are provided with practical skills

G₆O₂: Encouraging the students for deficient professions. By the academic year 2006/2007, the number of scholarships for deficient cadres to be increased by 50%.

V. 'VISION TO PROJECTS' MATRIX

<i>Vision</i>	<i>Goals</i>	<i>Objectives</i>	<i>Programs</i>	<i>Projects</i>	
<p>Ferizaj is a city with many values, where the education system will satisfy business needs and where youth and intellectual potential will be the focus of progress and development. SMEs will be the most productive sector for economic development, where employment will grow day by day. The city and surroundings will have a planned urban development; industrial zones will show progress towards contemporary industrialization and integration with world economic trends. Agriculture will provide opportunities for quality food production and investments in recreation centers, tourism and a healthy environment will multiply. The Local Government will be at the service of businesses to attract and provide security for all investors. Ferizaj is a city with a good future</p>	<p>G₁: Improved infrastructure necessary for business growth</p>	<p>G₁O₁: By 2007, the Urban Plan needs to be approved and its implementation needs to be under way</p>	<p>G₁O₁Pg₁: Urban planning</p>	<p>G₁O₁Pg₁p₁: The design of the Urban Plan for the city</p>	
			<p>G₁O₁Pg₂: Program for approval of the design of the urban plan.</p>	<p>G₁O₁Pg₁p₂: Staff training for urban planning</p>	
		<p>G₁O₂: By 2007, a survey of businesses to show a 90% rate of satisfaction, with state of the art infrastructure</p>	<p>G₁O₂Pg₁: Program for investments in hard infrastructure</p>	<p>G₁O₂Pg₁p₁: Installation of a sewage system in neighborhoods III & IV</p> <p>G₁O₂Pg₁p₂: Improvement of the electrical power supply</p>	
			<p>G₁O₂Pg₂ Program for facilitating / supporting the transport of products</p>	<p>G₁O₂Pg₂p₁: Asphalting urban roads</p> <p>G₁O₂Pg₂p₂: Asphalting local roads</p> <p>G₁O₂Pg₂p₃: Asphalting rural roads</p>	

	<p>G₂:</p> <p>More responsible Local Government oriented towards business needs</p>	<p>G₂O₁: Increase in the level and efficiency of professional administration services for businesses so that administrative procedures are implemented more quickly</p>	<p>G₂O₁Pg₁: Training of the Municipal administration staff</p>	<p>G₂O₁Pg₁p₁: Training municipal staff in information technology</p> <p>G₂O₁Pg₁p₂: Training municipal staff in project management</p> <p>G₂O₁Pg₁p₃: Training municipal staff in budget management</p>
		<p>G₂O₂: By 2007 to ensure a satisfactory level of partnership between municipal administration and the business community which will result in a 70% satisfaction rate for the businesses surveyed</p>	<p>G₂O₂Pg₁: Strengthening the interaction between the local Government and businesses</p>	<p>G₂O₂Pg₁p₁: Creation of a One-Stop Shop for business services</p> <p>G₂O₂Pg₁p₂: Publishing an information bulletin for businesses</p> <p>G₂O₂Pg₁p₃: Business Community Survey</p> <p>G₂O₂Pg₁p₄: Creation of a local municipality website</p> <p>G₂O₂Pg₁p₅: Training for Business Associations</p>
	<p>G₃: Improved environment for investment</p>	<p>G₃O₁: The business structure needs to be improved so that by 2007 over 25% would be manufacturing companies</p>	<p>G₃O₁Pg₁: Encouragement of new manufacturing businesses</p>	<p>G₃O₁Pg₁p₁: Creation of Industrial Zones</p> <p>G₃O₁Pg₁p₂: Supporting manufacturing businesses</p>

		G₃O₂: By 2007, the volume of investment is doubled	G₃O₂Pg₁: Encouragement of investment	G₃O₂Pg₁p₁: Creation of the LED fund. G₃O₂Pg₁p₂: Formation of the Ambassadors Club. G₃O₂Pg₁p₃: Participation in Donors' projects. G₃O₂Pg₁p₄: Creation of a Business Incubator. G₃O₂Pg₁p₅: Municipality Twinning
	Encouragement of agricultural production	G₄O₁: Construction of roads in agricultural areas	G₄O₁Pg₁: Improvement of hard infrastructure for agricultural production	G₄O₁Pg₁p₁: Excavation of the riverbed of the River Szalija G₄O₁Pg₁p₂: Construction of roads in agricultural areas
		G₄O₂: By 2007, agricultural productivity to increase by 30% throughout	G₄O₂Pg₁: Commercial crop (vegetable) germination Programme.	G₄O₂Pg₁p₁: Training farmers in new agricultural production methods
Improved environment	living	G₅O₁: By 2007, citizens are provided with a healthier living environment	G₅O₁Pg₁: Program to increase investment in hard infrastructure	G₅O₁Pg₁p₁: Provision of a sewage system for the entire area of the city G₅O₁Pg₁p₂: The research for natural water sources G₅O₁Pg₁p₃: Construction of water supply systems for 6 villages
		G₅O₂ To increase the level of garbage treatment	G₅O₂Pg₁: Program of garbage management	G₅O₂Pg₁p₁: Construction of a garbage depository
		G₅O₂Pg₂: Environmental	G₅O₂Pg₂p₁: Construction of green areas in the city	

			protection program	G₅O₂Pg₂p₁ : Reconstruction of the bifurcation of the River Nerodima
	G₆ : Educational system compatible with market needs	G₆O₁ : During 2005-2007, secondary education level students are provided with practical skills	G₆O₁Pg₁ : Training workshops for students	G₆O₁Pg₁p₁ : Organizing specialized workshops in schools.
		G₆O₂ : Encouraging the students for deficient professions. By the academic year 2006/2007, the number of scholarships for deficient cadres to be increased by 50%.	G₆O₂Pg₁ : Financial support to undergraduate students	G₆O₂Pg₁p₁ : Scholarships for students

VI. FERIZAJ PROJECTS MATRIX

Strategy Goals	Improved infrastructure necessary for business growth	More responsible Local Government oriented towards business needs	Improved environment for investment.	Increase in agricultural production.	Improved living environment	Educational system compatible with market needs
LED Projects	G ₁	G ₂	G ₃	G ₄	G ₅	G ₆
Soft infrastructure						
The design of the Urban Plan for the city	X		X		X	
Staff training for urban planning	X					
Creation of a one-stop-shop for business services		X	X			
Creation of Industrial zones		X	X			
Creation of the LED fund		X	X			
Creation of a local municipality website	X	X	X			
Training municipal staff in information technology.	X	X	X			
Training municipal staff in project management	X	X	X			
Training municipal staff budget management	X	X	X			
Training for Business Associations		X	X			
Supporting manufacturing businesses		X				
Business Community Survey		X				
Publishing an information bulletin for businesses		X				
Municipality Twinning		X	X			
Formation of the Ambassadors Club		X	X			
Creation of a Business Incubator		X	X			

Strategy Goals	Improved infrastructure necessary for business growth	More responsible Local Government oriented towards business needs	Improved environment for investment.	Increase in agricultural production.	Improved living environment	Educational system compatible with market needs
LED Projects	G₁	G₂	G₃	G₄	G₅	G₆
Soft infrastructure						
Participation in donor's projects	X		X			
Scholarships for students	X					X
Organizing specialized workshops in schools		X				X
Construction of green areas in the city					X	
Training farmers in new agricultural production methods				X		
Hard infrastructure						
Installation of the sewage system in the III and IV neighborhoods	X					
Provision of a sewage system for the entire area of the city					X	
Asphalting urban roads						
Asphalting local roads						
Asphalting rural roads						
Reconstruction of the bifurcation of the River Nerodimka			X			
Construction of water supply systems for six villages		X				
Construction of garbage depository				X		
Excavation of the riverbed of the River Sazlija				X		
Improvement of the electrical power supply	X					
Construction of roads in agricultural areas				X		
The research for natural water sources	X					

The structure of projects is as follows:

- a) Soft infrastrukture, 21 projects
- b) Hard Infrastrukture, 12 projects

Total value of identified investement projects is **5 632 000 Euros**.

Planned sources of finance are:

- 1) Munnicipalty..... 77 %
- 2) Community 5 %
- 3) Donors 18%
- & Business Community 13 %

Detailed overview of projects is shown as in the Table 8.

VII. LIST OF THE FERIZAJ DEVELOPMENT PROJECTS

No.	Project Name	Total Value (€)	Financial resources (%)	Implementing Partners	Duration	Start Date	Targeted Groups/ Beneficiaries
1	The design of the Urban Plan for the city	350.000	Municipality 80% Donors 20%	Municipality + Donors	2 years	2005	Local Government+ Community +Business +NGO
2	Staff training for urban planning	10.000	Municipality 80% Donors 20%	Municipality + Donors	6 months	2005	Local Government+ Community +Business +NGO
3	Creation of a One-Stop-Shop for business services	20.000	Municipality 85% Business community 15%	Municipality + Business community	6 months	2005	Local Government +Business
4	Creation of Industrial Zones	150.000	Municipality 80% Donors 20%	Municipality + Donors	2 years	2005	Municipality + Business + NGO + Ministry for Trade and Industry
5	Creation of the LED fund	180.000	Municipality 80% Donors 20%	Municipality + Donors	2 years	2005	Municipality + community + business
6	Creation of a local municipality website	20.000	Municipality 90% Business community 10%	Municipality + Business community	3 months	2005	Municipality + Business + Diaspora + Other citizens of Kosova
7	Training municipal staff in information technology	20.000	Municipality 80% Donors 20%	Municipality + Donors	6 months	started	Community +Business
8	Training municipal staff in project management	10.000	Municipality	Municipality	6 months	2005	Local Government+ Community +Business
9	Training municipal staff budget management	8.000	Municipality	Municipality	6 months	2005	Local Government+ Community +Business
10	Training for Business Associations	10.000	Municipality 90% Business community 10%	Municipality + Business community	3 months	2005	Local Government +Business
11	Supporting manufacturing businesses	100.000	Municipality 80%, Business community 20%	Municipality + Business community	2 years	2005	Community +Business
12	Business Community Survey	3.000	Municipality 90% Business community 10%	Municipality + Business community	3 months	2005	Local Government +Business

13	Publishing an information bulletin for businesses	8.000	Municipality 90% Business community 10%	Municipality + Business community	Continuous	2005	Community +Business
14	Municipality Twinning	30.000	Municipality 50% Donors 50%	Municipality + Donors +	Continuous	started	Municipality Community + Businesses + Diaspora
15	Formation of the Ambassadors Club	25.000	Municipality 70% Donors 20% Businesses 10%	Municipality + Donors + Business community	Continuous	2005	Municipality + Community + Businesses + Diaspora
16	Creation of a Business Incubator	350.000	Municipality 90% Business community 10%	Municipality + Business community	3 months	2005	Specific businesses + Businesses start ups + Disadvantaged groups (unemployed, women, youth)
17	Participation in Donor's projects	300.000	Municipality	Municipality Business community	Continuous	started	Municipality + Community + Business + NGO
18	Scholarships for students	400.000	Municipality 60% Donors 40%	Municipality + Donors	Continuous	started	Community +Business
19	Organizing specialized workshops in schools	80.000	Municipality	Municipality	6 months	2005	Local Government+ Business
20	Construction of green areas in the city	180.000	Municipality 70% Donors 30%	Municipality + Donors	Continuous	started	L G +Community +NGO
21	Training farmers in new agricultural production methods	50.000	Municipality 80% Donors 20%	Municipality + Donors	Continuous	2005	Municipality + Community + Farmers
22	Installation of the sewage system in neighborhoods III and IV	350.000	Municipality 75% community 25%	Municipality + community	2 years	started	Local Government+ Community +Business
23	Provision of a sewage system for the entire area of the city	400.000	Municipality 75% community 25%	Municipality + community	2 years	started	Local Government+ Community +Business
24	Asphalting urban roads	320.000	Municipality 70% community 30%	Municipality + community	Continuous	started	Local Government+ Community +Business
25	Asphalting local roads	320.000	Municipality 70% community 30%	Municipality + community	Continuous	started	Local Government+ Community +Business
26	Asphalting rural roads	140.000	Municipality 80% community 20%	Municipality + community	Continuous	started	Local Government+ Community
27	Reconstruction of the bifurcation of the River Nerodimka	28.000	Municipality	Municipality	2 months	2005	Municipality + NGO

28	Construction of water supply systems for six villages	670.000	Municipality	Municipality	2 years	started	Local Government+ Community +Business
29	Construction of a garbage depository	730.000	Municipality 50% Donors 50%	Municipality + Donors	1 year	2005	Local Government+ Community
30	Excavation of the riverbed of the River Sazlija	50.000	Municipality	Municipality	2 months	2005	Local Government +farmers
31	Improvement of the electrical power supply	180.000	Municipality 80% Donors 20%	Municipality + Donors	Continuous	started	Community +Business
32	Construction of roads in agricultural areas	50.000	Municipality 70% Donors 30%	Municipality + Donors	Continuous	2005	Farmers + Community + Local Government
33	The research for natural water sources	90.000	Municipality 80% Donors 20%	Municipality + Donors	2 years	started	Local Government+ Community +Business
	Total	5,632,000					

PROJECT DESCRIPTIONS

<p align="center"><u>Project: 1</u></p> <p align="center"><u>The design of the Urban Plan for the city</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>The composition (planning, design) of the Urban Plan</u></p>
<p><u>Project description</u></p> <p>The City of Ferizaj operates under the urban general plan composed in 1987-89, which was approved by the Municipal Assembly in 1992 and which ran until 2000. This plan covers an area of 650 ha. In general the technical documentation (urban plans) for the city is out of date not just in time but because the concept represents an anachronism of the city's needs which is inapplicable in modern times. Composition of the Urban Plan will involve the long term assessment of economic, social and environmental issues, as well as the promotion of the development of the environmental plan, ensuring harmonization between the creation of the urban plan and conformity with international standards.</p>	
<p><u>Expected results:</u></p> <p>Planned use of city's space Improvement in the business environment for the development of businesses Creation of the legal framework for land use as well as for the protection of living standards and the environment.</p>	
<p><u>Project manager:</u></p> <p>Bashkim Jashari, Municipal Director for Urbanism. tel: +377 44 219 220</p>	<p><u>Target groups:</u></p> <p>Municipality Community Businesses Professional NGOs</p>
<p><u>Potential participants:</u></p> <p>Municipality Donors Local NGOs Society</p>	
<p><u>Preconditions:</u></p> <p>An awareness by all citizens of the necessity of planning the rational use of physical space Sources for financing the project have been anticipated</p>	<p><u>Risk factors:</u></p> <p>Continuation of the unplanned use of space Lack of professional experts to achieve the project Postponement of the deadline for the approval and composition of the Urban Plan</p>
<p><u>Costs:</u></p> <p>350,000 €</p>	

<p align="center"><u>Project: 2</u></p> <p align="center"><u>Staff training for urban planning</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Program for approval of the design of the urban plan.</u></p>
<p><u>Project description</u></p> <p>With the intention of participating in the composition process of the municipal development plan; urban development plan; and other documents, and also to participate in the implementation process of these plans, the Municipal Assembly of Ferizaj will create and train a Municipal Urban Planning Team. The Municipal Team will participate in all phases of the composition and implementation of the municipal plans.</p>	
<p><u>Expected results:</u></p> <p>Prevention of construction without licensing Control over the extension of urban zones Creation of an industrial zone for business incubators Improvement of business environment</p>	
<p><u>Project manager:</u></p> <p>Bashkim Jashari, Municipal Director for Urbanism, tel: +377 44 219 220</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants</u></p> <p>Municipality Donors HABITAT- i</p>	
<p><u>Preconditions:</u></p> <p>Motivation of Local Government Experts of the Urbanism Directorate have started the training</p>	<p><u>Risk factors:</u></p> <p>Lack of financial resources Lack of capacities in urban planning</p>
<p><u>Costs:</u></p> <p>10,000 €</p>	

<p><u>Project: 3</u></p> <p><u>Creating of a One-Stop-Shop for business services</u></p>	<p><u>Type of Program:</u></p> <p><u>Liaison between Local Government and businesses</u></p>
<p><u>Project description:</u></p> <p>This office will enable the business community to obtain information, advice and administrative assistance. The One-Stop-Shop for business services will provide relevant information for businesses such as: registration, work permits, announcement about procedures and costs, eventual changes in legislative and administrative procedures. This office will develop other activities as well: it will encourage partnerships within the business community, receiving information about potential investors, private businesses strategies, business structures etc.</p>	
<p><u>Expected results:</u></p> <p>Support of new businesses Support for local economic development Increased income for the Local Government from taxes Improvement in the business environment for local and foreign investors Increased confidence towards Local Government</p>	
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Business community Business Associations and economic associations</p>	
<p><u>Preconditions:</u></p> <p>Involvement of institutions in business support The existence of the location</p>	<p><u>Risk factors:</u></p> <p>Business community's distrust of officials Lack of transparency and partners</p>
<p><u>Costs:</u></p> <p>20,000 €</p>	

<p><u>Project: 4</u></p> <p><u>Creation of Industrial Zones</u></p>	<p><u>Type of Program:</u></p> <p><u>The encouragement of manufacturing businesses</u></p>
<p><u>Project description:</u></p> <p>The Local Government will announce locations for industrial zones. The Business community and professional NGOs will access funds and will announce a public tender for the urban project. After the calculation of all costs is completed, contracts for the use of the land/units will be announced. The contracts will include:</p> <p>Structure of business activities, level of employment, market buying - selling Protection of the environment Infrastructure costs, project costs, cost of rent</p>	
<p><u>Expected results:</u></p> <p>Attraction of potential investors The use of monetary funds in advanced technology Reduced city traffic congestion Increased employment</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Business NGOs Ministry for Trade and Industry</p>
<p><u>Potential participants</u></p> <p>Municipality Business community Professional NGOs</p>	
<p><u>Preconditions:</u></p> <p>Advanced preparation Motivation of implementing participants</p>	<p><u>Risk factors:</u></p> <p>Corruption Conflicting rental interests</p>
<p><u>Costs:</u></p> <p>150,000 €</p>	

<p><u>Project: 5</u></p> <p><u>Creation of the LED fund</u></p>	<p><u>Type of Program:</u></p> <p><u>The encouragement of manufacturing businesses</u></p>
<p><u>Project description</u></p> <p>The Local Government, business community and NGOs will create a fund to support new businesses, or young people who have concrete projects for new businesses. The fund will be created from municipal taxes paid by the business community, and from income that the municipality collects through the fiscal system. Experts will analyze projects and will decide which will be implemented.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - The implementation of ideas for the realization of businesses by young people - The creation of a healthy environment for SME development in the municipality - Increased employment - Participation in achieving these projects 	
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Donors</p>	
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - The motivation of the implementing parties - Selective advance preparation 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Ignoring new ideas (fear from new ideas).
<p><u>Costs:</u></p> <p>180,000 €</p>	

<p align="center"><u>Project 6:</u></p> <p align="center"><u>Creation of local website</u></p>	<p align="center"><u>Type of program:</u></p> <p align="center"><u>Strengthening the interaction between the local Government and businesses</u></p>
<p><u>Project description:</u></p> <p>The effects of website's creation would be multidisciplinary. The transparency between local administration, businesses and community would be increased. Website users would utilise the website to download different documents as well as the website would enable public sector, private businesses and civil society to communicate faster and more qualitatively with partners. Apart from these, the website would be used for advertisement of public tenders; businesses would be informed about regulations, and other legal acts approved by the Municipal Assembly, that influence their activity. All in all, the creation of website would be a strong communication tool between local government and businesses, community and civil society.</p>	
<p><u>Expected results</u></p> <p>Increased investment opportunities Increased opportunity for private sector development Greater transparency between local government and private sector Better access to information regarding the legal and administrative aspects</p>	
<p><u>Project leader</u></p> <p>Dukagjin Etemi, LED Team Leader Tel: +377 44 121 144</p>	<p><u>Beneficiaries</u></p> <p>Municipality Businesses Diaspora Citizens</p>
<p><u>Potential partners for project implementation</u></p> <p>Municipality Business community Int. Organizations Governmental and non-governmental organizations</p>	
<p><u>Preconditions</u></p> <p>Adequate infrastructure exists (internet) The goodwill of LG exists to create the website The IT technology exists</p>	<p><u>Risk factors</u></p> <p>Internet service still not available Lack of specialised personnel Website maintenance</p>
<p><u>Calculated costs</u></p> <p>Calculated costs for training the personnel, making the website functional, site design and realization and the registration of site are calculated at 20.000 €</p>	

<p align="center"><u>Project 7</u></p> <p align="center"><u>Training municipal staff in information technology.</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Training of municipal staff</u></p>
<p><u>Project description</u></p> <p>Implementing this project requires the training of staff so that they can perform their jobs more effectively and use: Windows, Word, Excel, Access, Intranet, and the Internet. Creating a database for SMEs will offer more professional and faster services. In some departments employees will be required to follow training in technical programs. Professional training includes the pre identification of the need for training. Bearing in mind technological trends, the training of staff is a process that must continue.</p>	
<p><u>Expected results:</u></p> <p>Creation of a database for Local Government Creation of the partnership between Local Government and the private sector. Increase in private sector contribution to the municipal budget</p>	
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Business community</p>	
<p><u>Preconditions:</u></p> <p>The motivation of municipal institutions Selection of staff for training</p>	<p><u>Risk factors:</u></p> <p>Staff draining after training</p>
<p><u>Costs:</u></p> <p>20,000 €</p>	

<p align="center"><u>Projects: 8 and 9</u></p> <p align="center"><u>Training municipal staff in project management and</u></p> <p align="center"><u>Training municipal staff in budget management</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Training of municipal staff</u></p>				
<p><u>Project description</u></p> <p>The transition from one economic system to another, that is, to a market economy, has caused difficulties for people and for the business community because adapting to change is a time-consuming process. Professional training includes identification of the need for training. The implementation would result in cooperation between educational institutions, enterprise associations, economists associations, law associations, NGOs and international organizations. The idea of the project is to organize training, especially of those members of staff who have contact with business clients. The training must be developed from a basic level, starting with first contact with clients, communication, improvement of ethics and attitudes of staff, to more sophisticated aspects concerning office management, fast and effective services, data base processing and maintenance, application of new methodologies etc. After completion of the training, we believe there would be more effective management of projects and the budget.</p>					
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Increased effectiveness of the services offered by municipal administration - Increased level of professionalism in offering services - Increased level of communication 					
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>				
<p><u>Potential participants:</u></p> <p>Municipality</p>					
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Availability of funds to finance these projects - Demand of municipal staff for training - Adequate facilities for training 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - In general, there are no specific barriers, except the lack of experts from this filed in local level. 				
<p><u>Costs:</u></p> <table border="0"> <tr> <td>Training of staff to manage projects</td> <td align="right">10,000 €</td> </tr> <tr> <td>Training of staff to manage the budget</td> <td align="right">8,000 €</td> </tr> </table>		Training of staff to manage projects	10,000 €	Training of staff to manage the budget	8,000 €
Training of staff to manage projects	10,000 €				
Training of staff to manage the budget	8,000 €				

<p align="center"><u>Project 10</u></p> <p align="center"><u>Training for Business Associations</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Liaison between Local Government and businesses</u></p>
<p><u>Project description</u></p> <p>In the Municipality of Ferizaj a few associations have been established, such as: business association, economist's association, law association, farmer's association. The market economy has brought significant changes; therefore these associations must be trained, because through them the business environment will be improved. With knowledge of new laws, the application of IT, and training from experts the business associations will increase their capabilities.</p>	
<p><u>Expected results:</u></p> <p>Improvement of the business environment Improvement of the business structure Improved access to information about the local economy</p>	
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Businesses</p>
<p><u>Potential participants:</u></p> <p>Municipality Businesses in the municipality</p>	
<p><u>Preconditions:</u></p> <p>Continuing activities of associations The motivation of Local Government The motivation of the business community</p>	<p><u>Risk factors:</u></p> <p>- Lack of budget</p>
<p><u>Costs:</u></p> <p>10,000 €</p>	

<p align="center"><u>Project: 11</u></p> <p align="center"><u>Supporting manufacturing businesses</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Encouragement of manufacturing businesses</u></p>
<p><u>Project description</u></p> <p>The Municipality has had the idea of supporting businesses, especially manufacturing businesses, for a long time. Recently the Municipal Assembly has exempted businesses operating in the manufacturing sector from paying municipal taxes and declared 2 industrial zones for manufacturing businesses. According to information received to date only 16 % of registered businesses belong to the manufacturing sector. It is intended to improve this unsatisfactory situation by 2007, with more than ¼ of businesses belonging to the manufacturing sector. Manufacturing businesses will be given priority in a number of ways: through consulting, administrative facilities, promotion of local products etc.</p>	
<p><u>Expected results:</u></p> <p>Improvement of business structure Creation of new jobs Increase in investment</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Business community Donors</p>	
<p><u>Preconditions:</u></p> <p>The motivation of Local Government Good offers for manufacturing businesses Interest of the business community</p>	<p><u>Risk factors:</u></p> <p>Unfair competition in the market High taxes for the import of raw materials</p>
<p><u>Costs:</u></p> <p>100,000 €</p>	

<p align="center"><u>Project: 12</u></p> <p align="center"><u>Business Community Survey</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Liaison between Local Government and businesses</u></p>
<p><u>Project description</u></p> <p>The survey of the business community foresees surveying businesses from a wide range of sectors with the aim of collecting as much data as possible about the existing needs, goals, barriers and other issues that concern businesses. This survey will be implemented through questionnaires that could be prepared by Municipal Directorate for Economy and Finance. Results of the survey would reveal the challenges with which businesses are faced. As a result appropriate projects will be designed so the obstacles could be overcome. In the survey priority would be given to manufacturing businesses. This project will be implemented in cooperation with business associations.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Encouragement of private business development - Increase in transparency between Local Government and the business community - Offers an overview about goods and services offered by local businesses. 	
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Businesses</p>
<p><u>Potential participants:</u></p> <p>Municipality Business community</p>	
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Motivation of Local Government - Willingness of business community to contribute to the implementation of the project 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Insufficient budget
<p><u>Costs:</u></p> <p>3,000 €</p>	

<p align="center"><u>Project 13</u></p> <p align="center"><u>Publishing an Information Bulletin for Businesses</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Liaison between Local Government and businesses</u></p>				
<p><u>Project description</u></p> <p>A Business Information Bulletin would promote the supply and demand of goods and services in the Ferizaj Municipality. Information about goods, services, quality, price, offices of the firms and their addresses would be included in the bulletin. The bulletin would be translated into English for foreigners. It would be updated on a monthly or quarterly basis. The Municipality has a need for this type of bulletin.</p>					
<p><u>Expected results:</u></p> <p>Increase in possibilities for development of the private sector Provision of information for the local economy Promotion of local businesses in the national and international market</p>					
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Local businesses Diaspora, local and foreign companies</p>				
<p><u>Potential participants:</u></p> <p>Municipality Business community NGOs International organizations</p>					
<p><u>Preconditions:</u></p> <p>Businesses sufficiently interested to pay for the promotion of their activities Specific offers of goods and services from local businesses</p>	<p><u>Risk factors:</u></p> <p>Failure to achieve cooperation for financing the project. Lack of interest in participation by some businesses.</p>				
<p><u>Costs:</u></p> <table> <tr> <td>Costs for collection of information</td> <td align="right">3,000 €</td> </tr> <tr> <td>Costs for design and technical preparation for publication</td> <td align="right">5,000 €</td> </tr> </table> <p>Some of the expenses could be covered by local businesses in proportion to the space used to promote their activity in the business newsletter</p>		Costs for collection of information	3,000 €	Costs for design and technical preparation for publication	5,000 €
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Costs for design and technical preparation for publication	5,000 €				

<p align="center"><u>Project: 14</u></p> <p align="center"><u>Municipality twinning</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Investments promotion</u></p>												
<p><u>Project description</u></p> <p>The Municipality of Ferizaj has begun cooperation with other municipalities from outside Kosova. The motivation for this project is the establishment of a twinning arrangement to exchanging positive experiences. As well Local Government, contributions could be given by business associations, immigrants and Diaspora. After establishing the main rules of partnership, communication between municipalities would be greatly facilitated and more effective. There are many segments of society where cooperation with other municipalities could be created, such as: joint ventures, reciprocity in selling products, organization of fairs, exchange of experiences in municipal government, different promotions, etc.</p>													
<p><u>Expected results:</u></p> <p>Increase in the opportunities for local SMEs to finding partners in other municipalities Increase in the attraction of capital and foreign investments Gaining experience in other fields</p>													
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Community Businesses Diaspora</p>												
<p><u>Potential participants:</u></p> <p>Municipality Businesses Diaspora</p>													
<p><u>Preconditions:</u></p> <p>The motivation of the Local Government to support the project The interest of Diaspora in promoting the municipality of Ferizaj</p>	<p><u>Risk factors:</u></p> <p>Lack of experiences in similar projects The possibility that this project could be used for personal gain.</p>												
<p><u>Costs:</u></p> <table> <tr> <td>Promotional material:</td> <td align="right">3,000 €</td> </tr> <tr> <td>Visits to partners:</td> <td align="right">8,000 €</td> </tr> <tr> <td>Public relations:</td> <td align="right">5,000 €</td> </tr> <tr> <td>Administrative costs:</td> <td align="right">4,000 €</td> </tr> <tr> <td>Organization of meetings and fairs:</td> <td align="right">10,000 €</td> </tr> <tr> <td>Total:</td> <td align="right">30,000 €</td> </tr> </table>		Promotional material:	3,000 €	Visits to partners:	8,000 €	Public relations:	5,000 €	Administrative costs:	4,000 €	Organization of meetings and fairs:	10,000 €	Total:	30,000 €
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<p align="center"><u>Project: 15</u></p> <p align="center"><u>Creation of the Ambassador's Club</u></p>	<p align="center"><u>Type of Programme:</u></p> <p align="center"><u>Encouragement of investment</u></p>
<p><u>Project description</u></p> <p>The idea of the Local Government is to create a Club of Ambassadors with the aim of maintaining regular contact with our Diaspora. They would be provided with relevant information for opportunities to invest not only in Ferizaj, but also in other cities of Kosova. It would also be possible to exchange positive experiences from different business sectors with the Diaspora.</p>	
<p><u>Expected results:</u></p> <p>New investments Encouragement of private businesses Sponsoring successful businesses Exchange of experiences</p>	
<p><u>Project manager:</u></p> <p>Dukagjin Etemi, Leader of LED Team tel: +377 44 121 144</p>	<p><u>Target groups:</u></p> <p>Municipality Businesses Community Diaspora</p>
<p><u>Potential participants:</u></p> <p>Municipality Donors Business community Diaspora</p>	
<p><u>Preconditions:</u></p> <p>The motivation of institutions The existence of a Project leader</p>	<p><u>Risk factors:</u></p> <p>Lack of interest by Diaspora Insecurity of investments Unfair competition</p>
<p><u>Costs:</u></p> <p>25,000 €</p>	

<p align="center"><u>Project: 16</u></p> <p align="center"><u>Creation of a Business Incubator</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Encouragement of investment</u></p>
<p><u>Project description</u></p> <p>In the city of Ferizaj there are some unused business/industrial areas which can be transformed into business incubators. These can serve as a location for new ventures and existing businesses which wish to be extended. A Business Incubator could be another tool for specific business promotion, or could serve as a tool for the encouragement of less advantaged groups. This project could be supervised from a consulting centre, from a fast service centre, or from another professional enterprise institution. The business community's costs for assistance, energy, telephone, water, sanitation, computer network etc. will be reduced.</p>	
<p><u>Expected results:</u></p> <p>Increase in new jobs Increase in the number of businesses Improvement of business environment Promotion of activities in different fields</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Specific businesses Businesses start ups The less advantaged groups (unemployed, women, youth)</p>
<p><u>Potential participants:</u></p> <p>Municipality Business community Financial institutions Diaspora</p>	
<p><u>Preconditions:</u></p> <p>The existence of premises Existence of experts offering services</p>	<p><u>Risk factors:</u></p> <p>- Unfavorable conditions for credit</p>
<p><u>Costs:</u></p> <p>For reconstruction of premises, equipment, salaries: 350,000 €</p>	

<p align="center"><u>Project: 17</u></p> <p align="center"><u>Participation in Donor's projects</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Encouragement of investment</u></p>
<p><u>Project description</u></p> <p>Donors (international organizations, Ministries) have requested the specific participation of the Municipality in the implementation of some projects. For this reason during the composition of the budget, the Municipality has anticipated the need for funds aimed at removing barriers to attracting investments. Securing these funds is a guarantee that the municipality is ready to stimulate investments and prepare project proposals for cooperation in implementing Donor's projects.</p>	
<p><u>Expected results:</u></p> <p>Attracting new investments Improvement of infrastructure Improvement of investing environment</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business NGOs</p>
<p><u>Potential participants:</u></p> <p>Municipality Business community Donors</p>	
<p><u>Preconditions:</u></p> <p>The readiness of Local Government The existence of project ideas ready for implementation Experience from projects that have been implemented</p>	<p><u>Risk factors:</u></p> <p>- Lack of funds</p>
<p><u>Costs:</u></p> <p>300,000 €</p>	

<p align="center"><u>Project: 18</u></p> <p align="center"><u>Scholarships for students</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Financial support to undergraduate students</u></p>
<p><u>Project description</u></p> <p>The Municipal Assembly of Ferizaj has begun to give scholarships to fill a shortage of staff. The Goal of the project is to link university education with the demands of the local market. In accordance with the demands of a market economy SMEs look for specialized and creative human resources in established fields. In the first phase of the project research about the labor market will be conducted and analyzed in order to identify the needs, whereas in the second phase scholarships will be given to those with the best performance. Scholarships will cover part of the cost for students who are identified by the research. After graduation students will come back to Ferizaj and will participate in the city's development.</p>	
<p><u>Expected results:</u></p> <p>Advancement of less favorable groups Increase in the trust in Local Government Improvement of business environment Encouragement of pupils and students</p>	
<p><u>Project manager:</u></p> <p>Ahmet Gajtani, Municipal Director for Education, tel: +377 44 227 288</p>	<p><u>Target groups:</u></p> <p>Community Business</p>
<p><u>Potential participants:</u></p> <ul style="list-style-type: none"> - Municipality - Donors - Educational Institutions 	
<p><u>Preconditions:</u></p> <p>Sufficient individuals capable of studying The motivation of the municipality to support the project</p>	<p><u>Risk factors:</u></p> <p>High level of unemployment and small business potential Migration to developed countries</p>
<p><u>Costs: over a 4-year period</u></p> <p>200 students x 50 €= 10,000 € 10,000 x 40 (months) = 400,000 €</p>	

<p align="center"><u>Project: 19</u></p> <p align="center"><u>Organizing specialized workshops in schools</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Training workshops for students</u></p>
<p><u>Project description</u></p> <p>One of the main objectives of Local Government is to offer the best learning and studying conditions as part of an educational system that is compatible with the demands of a market economy. Workshops in schools will be organized to connect the theoretical and practical aspects. These workshops will be organised in primary and high schools. Priority will be given to those sectors where the demand for employees is highest, such as the Agricultural High School and Technical High School.</p>	
<p><u>Expected results:</u></p> <p>Advancement of the methodology of learning Connection of theoretical and practical aspects Preparation of staff for business needs Increase in trust between pupils, educational staff and Local Government</p>	
<p><u>Project manager:</u></p> <p>Ahmet Gajtani, Municipal Director for Education, tel: +377 44 227 288</p>	<p><u>Target groups:</u></p> <p>Municipality Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Educational staff Students</p>	
<p><u>Preconditions:</u></p> <p>The motivation of the Local Government The motivation of students to be challenged with positive alternatives</p>	<p><u>Risk factors:</u></p> <p>- Lack of budget</p>
<p><u>Costs:</u></p> <p>80,000 €</p>	

<u>Project: 20</u> <u>Construction of green areas in the city</u>	<u>Type of Programme:</u> <u>Environmental protection</u>
<u>Project description</u> <p>Green zones in the city are few in number. In the regulatory plan of the city centre green areas have been designed in school gardens, medical centers and hospital gardens, kinder-gardens, communal buildings and in other areas where there is the possibility and space for such a use. Building these parks will improve the appearance of the city.</p>	
<u>Expected results:</u> <p>Clean ecological environment Creation of green areas in the city Improvement in living conditions</p>	
<u>Project manager:</u> <p>Bashkim Jashari, Municipal Director for Urbanism, tel: +377 44 219 220</p>	<u>Target groups:</u> <p>Municipality Community NGOs</p>
<u>Potential participants:</u> <p>Municipality Community Donors</p>	
<u>Preconditions:</u> <p>Readiness of the Institutions Appropriate locations</p>	<u>Risk factors:</u> <p>- Lack of funds</p>
<u>Costs:</u> <p>180,000 €</p>	

<p align="center"><u>Project: 21</u></p> <p align="center"><u>Training farmers in new agricultural production methods</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Commercial crop (vegetables) germination program</u></p>
<p><u>Project description</u></p> <p>Learning new farming methods is very important for farmers. Trainers will train groups of farmers in rural regions. The group will decide what kind of training they want to undertake. Training can be: visits to farms, demonstrations, models of other farms etc.</p>	
<p><u>Expected results:</u></p> <p>Growth in agricultural productivity Encouragement of farmers to undertake agricultural activities Improvement in farm management Greater awareness amongst farmers</p>	
<p><u>Project manager:</u></p> <p>Arsim Sahiti, Municipal Director for Agriculture and Rural Development tel: +377 44 504 826</p>	<p><u>Target groups:</u></p> <p>Municipality Community Farmers</p>
<p><u>Potential participants:</u></p> <p>Municipality Donors Ministry of Agriculture</p>	
<p><u>Preconditions:</u></p> <p>Availability of professional training staff Identification of farmers The readiness of the institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds</p>
<p><u>Costs:</u></p> <p>50,000 €</p>	

<p align="center"><u>Project: 22</u></p> <p align="center"><u>Installation of a sewage system in neighborhoods III and IV</u></p>	<p align="center"><u>Type of Programme:</u></p> <p align="center"><u>Investment in hard infrastructure</u></p>
<p><u>Project description:</u></p> <p>Parts of neighborhoods III and IV of the city are not served by a sewage system, which is a major problem in this area of the city. The solution to this problem is urgent in order to protect the environment from polluted/unclean waters. The installation of a sewage system in this area is a very big project; so its implementation will be undertaken in phases. The implementation of this project will have multi-dimensional effects.</p>	
<p><u>Project description</u></p> <p>Improvement of municipal services The adequate treatment of polluted/unclean water Prevention of epidemic diseases A cleaner and healthier environment The preconditions will be created for improving the infrastructure Increase of income from municipal service taxes</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Community International organizations</p>	
<p><u>Preconditions:</u></p> <p>Project has priority Sustainability of the project (creates incomes after implementation) Motivation of community to participate in the implementation of the project</p>	<p><u>Risk factors:</u></p> <p>Lack of budget compared to the value of the project Donors' interest</p>
<p><u>Costs:</u></p> <p>The calculated cost for initial tasks, soil works, cement works, assembling works: 350,000 €</p>	

<p align="center"><u>Project: 23</u></p> <p align="center"><u>Provision of a sewage system for the entire area of the city</u></p>	<p align="center"><u>Type of Programme:</u></p> <p align="center"><u>Investment in hard infrastructure</u></p>
<p><u>Project description</u></p> <p>The Municipality of Ferizaj had planned to install a sewage system to cover all parts of the city. Realization of the project in neighborhoods III and IV is in the process of implementation, but some parts of neighborhoods I and II are not yet served by a sewage system. The installation of a sewage system to cover the whole area of the city is an extensive project; therefore its implementation is planned in phases. Implementation of this project will have multi-dimensional effects.</p>	
<p><u>Expected results:</u></p> <p>Improvement of municipal services The adequate treatment of polluted/unclean water Prevention of epidemic diseases A cleaner and healthier environment The preconditions will be created for improving the infrastructure Increase of income from municipal service taxes</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Community International organizations</p>	
<p><u>Preconditions:</u></p> <p>Project has priority Sustainability of the project (creates incomes after implementation) Motivation of community to participate in the implementation of the project</p>	<p><u>Risk factors:</u></p> <p>Lack of budget compared to the value of the project Donors' interest</p>
<p><u>Costs:</u></p> <p>The calculated cost for initial tasks, soil works, cement works, assembling works: 400,000 €</p>	

<p align="center"><u>Project: 24</u></p> <p align="center"><u>Asphalting urban roads</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Improving the transport of products</u></p>
<p><u>Project description</u></p> <p>Implementation of this project has begun and is continuing. The roads of the city were much damaged. Nowadays their situation has improved, but there is still more to do. Improvement of the infrastructure of roads will improve transport and the traffic situation, which will influence the business environment and create job opportunities.</p>	
<p><u>Expected results:</u></p> <p>Development and improvement of infrastructure for the development of businesses Development of private business Free movement of citizens due to better conditions</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Businesses</p>
<p><u>Potential participants:</u></p> <p>Municipality Community Business community</p>	
<p><u>Preconditions:</u></p> <p>Part of the financing is covered by Local Government The existence of detailed road plans</p>	<p><u>Risk factors:</u></p> <p>Lack of budget Lack of contractors to construct roads for the offered price</p>
<p><u>Costs:</u></p> <p>320,000 €</p>	

<p align="center"><u>Project: 25</u></p> <p align="center"><u>Asphalting local roads</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Improving the transport of products</u></p>
<p><u>Project description</u></p> <p>This project will include roads that connect the city of Ferizaj with surrounding villages. Construction of these roads is very important because it facilitates the movement of people and will effect an improvement of the business environment in villages. Inhabitants of the municipality and city of Ferizaj will benefit from this project. Asphalting these roads will create better conditions for communication and increase the number of private enterprises. It will also create enterprise possibilities for local companies for road construction.</p>	
<p><u>Expected results:</u></p> <p>Encourage the development of private business Prevention of migration of inhabitants Creation of new job opportunities Development and improvement of infrastructure</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Community Business community</p>	
<p><u>Preconditions:</u></p> <p>The existence of detailed road plans Qualified local companies for road construction</p>	<p><u>Risk factors:</u></p> <p>Low budget Decrease in financing by Donors</p>
<p><u>Costs:</u></p> <p>320,000 €</p>	

<p align="center"><u>Project: 26</u></p> <p align="center"><u>Asphalting rural roads</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Program for improving the transport of products</u></p>
<p><u>Project description</u></p> <p>There is a plan to asphalt 60% of rural roads by the end of 2006. These roads are much damaged and there has been no investment to repair them. Renovation of these roads will create better living conditions, will stop migration of the population from villages to cities and will stimulate development of private business, especially in agriculture.</p>	
<p><u>Expected results:</u></p> <p>Stimulation of development of private business Stimulation of the creation of mini farms and other businesses Improvement in infrastructure Prevention of migration of population from village to city</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Rural community Business community</p>
<p><u>Potential participants:</u></p> <p>Municipality Rural community</p>	
<p><u>Preconditions:</u></p> <p>The existence of detailed road plans Local companies are interested in participating in the project</p>	<p><u>Risk factors:</u></p> <p>Lack of budget Low priority of donors and central government toward rural development</p>
<p><u>Costs:</u></p> <p>140,000 €</p>	

<p align="center"><u>Project: 27</u></p> <p align="center"><u>Reconstruction of the bifurcation of the Nerodimka River</u></p>	<p align="center"><u>Type of Programme:</u></p> <p align="center"><u>Environmental protection</u></p>
<p><u>Project description</u></p> <p>The bifurcation of the Nerodimka River is a unique phenomenon in Kosova. It is a rare gift from nature, which must be protected. One of the river's branches has not functioned properly for a long time; it is an obligation to nature to reconstruct this phenomenon by undertaking reconstruction work on the body of the river, opening the channels for the normal flow of water. By reconstructing this bifurcation we will promote and increase tourism in that area of the city, giving publicity to this rare phenomenon, the only one in Europe, and second in the World.</p>	
<p><u>Expected results:</u></p> <p>Improvement of the environment Increased attraction for visitors Care and protection for rare natural phenomena</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality NGOs</p>
<p><u>Potential participants:</u></p> <p>Municipality Community Donors</p>	
<p><u>Preconditions:</u></p> <p>The design for a project The motivation of Local Government The existence of local companies to implement the project</p>	<p><u>Risk factors:</u></p> <p>- Lack of budget</p>
<p><u>Costs:</u></p> <p>28,000 €</p>	

<p align="center"><u>Project: 28</u></p> <p align="center"><u>Construction of water supply systems for six villages</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Investment in hard infrastructure</u></p>
<p><u>Project description</u></p> <p>Bearing in mind the lack of water in the villages of Dremjal, Slivovë, Koshare, Kosinë, Llozja and Tërn, construction of water supply systems would create better living conditions. Improvements in the water supply would prevent the migration of the inhabitants of these villages. Water sources have been identified, local inhabitants have shown their readiness to participate financially, and to provide equipment and labor as well. Construction of water supply systems would improve the infrastructure in these villages.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Improvement in living conditions in rural areas - Clean and healthy environment - Encouragement of economic development - Establishment of conditions for agricultural development 	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Municipality Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality Community</p>	
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Justification for water supply - Funds to implement the project 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Low or insufficient level of water
<p><u>Costs:</u></p> <p>670,000 €</p>	

<u>Project: 29</u> <u>Construction of a garbage depository</u>	<u>Type of Program:</u> <u>Garbage management</u>
<u>Project description</u> The city of Ferizaj has a high population density, and there is need for a permanent garbage storage facility. Recently the storage that had been partly reconstructed was closed. Construction of a new storage facility should be of high quality, where the garbage would be collected and recycled, which would contribute to the protection and improvement of the environment. In addition, recycling garbage would produce raw materials that could be used in the processing industry.	
<u>Expected results:</u> Improvement of municipal services Prevention of the spread of epidemics Clean and healthy environment Increase in income from taxes for municipal services	
<u>Project manager:</u> Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194	<u>Target groups:</u> Municipality Community
<u>Potential participants:</u> Municipality Donors	
<u>Preconditions:</u> Project has priority Project sustainability (creates income) Community motivation to participate in project implementation	<u>Risk factors:</u> Lack of budget Lack of Donors' interest
<u>Costs:</u> 730,000 €	

<p align="center"><u>Project: 30</u></p> <p align="center"><u>Excavation of the river bed of the River Sazlija</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Improvement of hard infrastructure for agricultural production</u></p>
<p><u>Project description:</u></p> <p>The bed of River Sazlija is almost blocked and when it rains the level of water increases leading to flooding of many nearby areas, which causes agricultural damage and a decrease in productivity. By excavating the bottom of the river it will help the drainage of the agricultural lands in these villages.</p>	
<p><u>Expected results:</u></p> <p>Increase in investments by farmers in the development of agro-businesses Rational land use Increase in quality of agricultural products Clean and healthy environment for these villages</p>	
<p><u>Project manager:</u></p> <p>Arsim Sahiti, Municipal Director for Agriculture and Rural Development tel: +377 44 504 826</p>	<p><u>Target groups:</u></p> <p>Municipality Farmers</p>
<p><u>Potential partners:</u></p> <p>Municipality Community</p>	
<p><u>Preconditions:</u></p> <p>Project has priority Motivation of Local Government and community Existence of local companies for project implementation</p>	<p><u>Risk factors:</u></p> <p>- Low budget</p>
<p><u>Costs:</u></p> <p>50,000 €</p>	

<p align="center"><u>Project: 31</u></p> <p align="center"><u>Improvement of the electrical power supply</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Investment in hard infrastructure</u></p>
<p><u>Project description:</u></p> <p>Electrical energy is one of most important resources that helps economic and social development and improves living conditions. The old and damaged network causes a loss of power. Despite some investment made to locate transformer stations in some parts of the city and villages, the Executive Board for Planning, Reconstruction and Development has many requests for the installation of new transformer stations – and for an improvement in the electrical power supply.</p>	
<p><u>Expected results:</u></p> <p>Improvement of infrastructure Improvement in local economic development Creation of preconditions for the establishment of new businesses Improvement in living conditions</p>	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <p>Community Business</p>
<p><u>Potential participants:</u></p> <p>Municipality KEK Donors</p>	
<p><u>Preconditions:</u></p> <p>Strategic development plan of KEK Professional personnel Community motivation for project implementation.</p>	<p><u>Risk factors:</u></p> <p>Low budget Donor's interest</p>
<p><u>Costs:</u></p> <p>180,000 €</p>	

<p align="center"><u>Project: 32</u></p> <p align="center"><u>Construction of roads in agricultural areas</u></p>	<p align="center"><u>Type of Program:</u></p> <p align="center"><u>Improvement of hard infrastructure for agricultural production</u></p>
<p><u>Project description</u></p> <p>There are some agricultural areas where agro-technical activities are undertaken with great difficulty and which take much longer than necessary, due to damaged and un-constructed roads. The construction of many of these roads is necessary, but the ones selected cover large areas and lands with low productivity: the road that connects the village of Pojatë with the Ferizaj-Gjilan road at Bibaj village, the road in the village of Greme that connects the districts of Spahia and Topojan, and the road that connects the meadows of Gërlicës and Graçkë, etc.</p>	
<p><u>Expected results:</u></p> <p>Increase in investments by farmers in the development of agro-businesses Rational land use Increase in quality of agricultural products</p>	
<p><u>Project manager:</u></p> <p>Arsim Sahiti, Municipal Director for Agriculture and Rural Development tel: +377 44 504 826</p>	<p><u>Target groups:</u></p> <p>Municipality Community Farmers</p>
<p><u>Potential participants</u></p> <p>Municipality Donors</p>	
<p><u>Preconditions:</u></p> <p>Project has priority Motivation of Local Government and community Existence of local companies for project implementation</p>	<p><u>Risk factors:</u></p> <p>Low budget Rural development is not a top priority for Donor's and the Government</p>
<p><u>Costs:</u></p> <p>50,000 €</p>	

<p align="center"><u>Project: 33</u></p> <p><u>The research for natural water sources</u></p>	<p align="center"><u>Type of Program:</u></p> <p><u>Investment in hard infrastructure</u></p>
<p><u>Project description:</u></p> <p>The city of Ferizaj is faced with the problem of an insufficient water supply, especially during the summer months when the water supply is reduced. With current producing and processing capacities, the needs of less than 50% of citizens are fulfilled. Through research it is expected that the quality of the water will increase and these demands would reduce. Analysis has revealed locations where there are large amounts of water.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Improvement in living conditions - A clean and healthy environment 	
<p><u>Project manager:</u></p> <p>Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development, tel: +377 44 219 194</p>	<p><u>Target groups:</u></p> <ul style="list-style-type: none"> - Municipality - Community - Businesses
<p><u>Potential participants:</u></p> <ul style="list-style-type: none"> - Municipality - Donors 	
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Existence of demand for a water supply - Securing financial funds for the implementation of the project 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Insufficient water amount
<p><u>Costs:</u></p> <p>90,000 €</p>	

ANNEX 1. WORKING GROUPS

Entrepreneurship group:

1. Dukagjin Etemi, Municipal Director for Economy and Finance
2. Ismajl Hyseni , Analyst in the Municipal Directorate for Economy and Finance
3. Gafurr Ilazi, Municipal Director for Planning, Reconstruction and Development
4. Lulzim Shabani, Project co-worker
5. Hamdi Qerimi, Director of the New Bank of Kosova, Ferizaj branch
6. Lirim Kajtazi – representative of the Business Association
7. Aziz Rysha, representative of the Business Association
8. Rafete Rexhepi, EAR
9. Jakup Mehmeti, Regional Chamber of Commerce.

Human resource group:

1. Ahmet Gajtani, Municipal Education Director
2. Ismet Mjaku, Municipal Health Director
3. Latif Berisha, Municipal Directorate for General Administration
4. Bislim Lekaj, Director of Regional Department for Employment,
5. Shyqeri Mehemeti, Director of Regional Department for Social Services.

Infrastructure group:

1. Bashkim Jashari, Municipal Director for Urbanism
2. Agim Hajredini, Municipal Directorate for Property, Geodesy and Cadastre.
3. Afërdita Bibaj, Urbanism Directorate
4. Ramiz Misini, Directorate for Planning , Reconstruction and Development.
5. Izet Rushiti, Executive Director of Distribution (KEK)
6. Hajrush Azemi, Director of PTK
7. Faton Frangu, public enterprise “Bifurkacioni”

Group for agriculture and rural development:

1. Arsim Sahiti, Municipal Director for Agriculture
2. Ylfete Bislimi, Directorate for Agriculture and Rural Development.
3. Muharrem Rushiti, Director of the enterprise “Pasuria Bujqësore”
4. Sahadete Lohaj, Agronomist

ANNEX 2. STAKEHOLDERS GROUP

1. Hamdi Qerimi, BRK Bank Branch Director;
2. Mehmet Neziri, BpB Bank Branch Director;
3. Aziz Rysha, Business Association Representative;
4. Ibrahim Bucaliu, Director of “HIB Petrol”;
5. Ramadan Hasani, Director of commercialized enterprise “Nerakond”
6. Rafete Rexhepi, AER
7. Isak Jashari, Machinery University School
8. Izet Rushiti, KEK Director
9. Hajrush Azemi, PTK
10. Faton Frangu, Public enterprise “Bifurkacioni”
11. Nazmi Jashari, Public enterprise “Pastërtia”
12. Hyzri Hasani, Local Community Office
13. Bislim Lekaj, Director of Employment Office
14. Muharrem Rushiti, Agriculture enterprise “Pasuria Bujqësore”
15. Shyqeri Mehmeti, Director of Social Work Center
16. Jakup Mehmeti, Kosova Chamber of Commerce
17. Nazmi Hajdari, Statistical Office
18. Milazim Zeka, Center for Vocational Training
19. Ruzhdi Sadriu, Manager of tax administration
20. Hysen Abazi, Director of Forestry Authority, Unit in Ferizaj
21. Dharam Pal, UNMIK Representative
22. Representatives of political parties (LDK, PDK, AAK)
23. Representatives of NGOs
24. Media Representatives

Some of largest business firms in Ferizaj

	Trade Companies	
1	AZIZI-COMERC	ALBERT SADIKU
2	INTER COMPANY	BERAT AVDULLAHU
3	HIB-PETROL	IBRAHIM BUCALIU
4	FITORJA	TAHIR MALOKU
5	DOMANEKU	XHEMAJL DOMANEKI
6	EVROPA KOMERC	BLERIM JASHARI
7	FRUTI	RUZHDI & AGIM ABAZI
8	VAROSHI-COMMERCE	ADEM HASANI

9	QORRI COMMERCE	FEHMI QORRI
10	INTERBAJ	RAIF THAÇI
11	FRASHËRI	MEHMET ZEQRIRI
12	ELSAM-COMPANY	SAMI MUSLIJA
13	ELI AB	BASRI SOPA
14	ELEKTRO METALI	SHABAN BARALIU
15	BIBAJ AE	EKREM HYSENI
16	AGRO-ALBI	HEVZI DEMIRI
17	NPT "ARTA"	SKENDER SULEJMANI
18	ELITA	BEDRI LOHAJ
19	BN-PETROL	BESIM REÇICA&NJAZI LOHAJ
20	AVI-IMPEX	AVNI HETEMI
21	NTPSH "ET-COM"	ENVER TAHIRI
22	MIRËDITA	NEZIR SHALA
23	SHPT "PLUS MARKET"	SYLEJMAN NEZIRI
24	DPT MARKET "KONZUM"	XHEVDET QERKINI
25	SODOVINA	NEXHAT FETAHU
26	BALLKAN	IMRI HALITI
27	DELFIN COMPANY	JAKUP HOXHA
	Manufacturing Companies	
28	LULZIMI COMPANY	LULZIM REXHEPI
29	GIGI GLLAS	MËRGIM ALIJA
30	AHIKOS	SHAIP AHMETI&GAZMEND AHMETI
31	NTPSHP "FANTRA"	Q. ALIU & I. MUSTAFA
32	NPN "MIRANDA"	KADRI MISINI
33	NPTP "GOLD COM"	AVDYLL HOXHA
34	NSH "EUROMETAL"	NEBIH JASHARI
35	DPZ "AMFORA"	SHABAN BUCALIJA
36	NTP "AGIMI" FERPLAST	RRAHIM KRASNIQI
37	DPZ "METALI I RI"	AVNI MEHMETI
38	NPSHT "MERMER COMMERCE"	MEMET ISMAJLI
39	NNP "STRASSEN+TIEFBAU"	SAMIJA HAJDINI
40	NPTP "SHUMOLLI"	TAHIR SHUMOLLI
41	EURO METALI	NJAZI MUSLIU

42	BERISHA	ABDULLAH BERISHA
43	IMB "MULLIRI"	SHERIF VESELI
44	ENGINEERING	FADIL SAHITI, MUFAIL SAHITI
	Service Companies	
45	NGJYROSËS FERIDI	FERID UKSHINI
46	INSTRUKTORI	BEKIM SADIKU
47	NEXHA IMPEKS	NEXHAT ABAZI
48	POLIKLINIKA "EKSTRADENT"	EKREM SELMANI
49	FERSHPED	IZJA MUHAXHERI
50	AMAZONA	RIFAT AVDYLI
51	TV LIRIA	HIVZI DEMIRI



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Open Society Institute

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Albana Gashi – Trainer / Facilitator
Besa Gashi - Trainer / Facilitator

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