

LIPJAN 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 the Local Economic Development of the Lipjan Municipality 2005-2007’ is the output of the DELTA II Project. The Municipality of Lipjan 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, Programmes, and Projects, all of which are linked and harmonised with each other. The Strategy will be considered as the basis for the Municipal Government of Lipjan 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 Stakeholders’ Forum were established. The LED Team and the Working Group

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

received political support from municipal leaders. During the cycle of strategy drafting, four workshops were organised in which the Lipjan Municipality LED Team participated actively. 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, Programmes, 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

At the beginning of the strategy drafting process, after obtaining the political support from the Mayor (the President of the Municipal Assembly – Xhevat Olluri) and the CEO (Chief Executive Officer – Imri Ahmeti), the core group was formed - the Lipjan Municipality LED Team. The Team was composed of five members, four of whom were from the Municipal Administration, and one representative from the Business Community. The role of this Team was to coordinate all the activities of the strategy drafting process.

The Members of the Lipjan Municipality LED Team:

1. Rexhep Rudari – Municipal Director for Economy and Development – Team Leader
2. Sherif Bytyqi – Chief of the Municipal Sector for Economy;
3. Hanushe Berisha – Official of the Municipal Directorate for Urbanism;
4. Shaban Syla – Municipal Director for Budget and Finance, and
5. Smajl Shabani – Business representative.

In addition to the LED Team, the Municipal Working Groups were also formed, consisting of the Municipal Directorates, who had a technical and professional role in the strategic process. These Groups supported the LED Team during the entire process of strategy drafting with data collection, advice, and draft strategy review.

The Working Groups (see Annex 1):

1. Planning and Public Services
2. Agriculture and Forestry
3. Economy and Business, and
4. Education, Health, Youth, Culture and Sport

In addition to the Working Groups, in May 2004 was formed the Stakeholders Forum. The members of this Forum were different stakeholders in the municipality, such as representatives of Local Government, the business community, and civil society (see Annex 2). The Forum contributed with suggestions and analysis of different phases of strategy drafting. The Stakeholders' Forum met four times during the strategy process, usually at the end of each action plan.

Organisational Structure for the Drafting of the LED Strategy

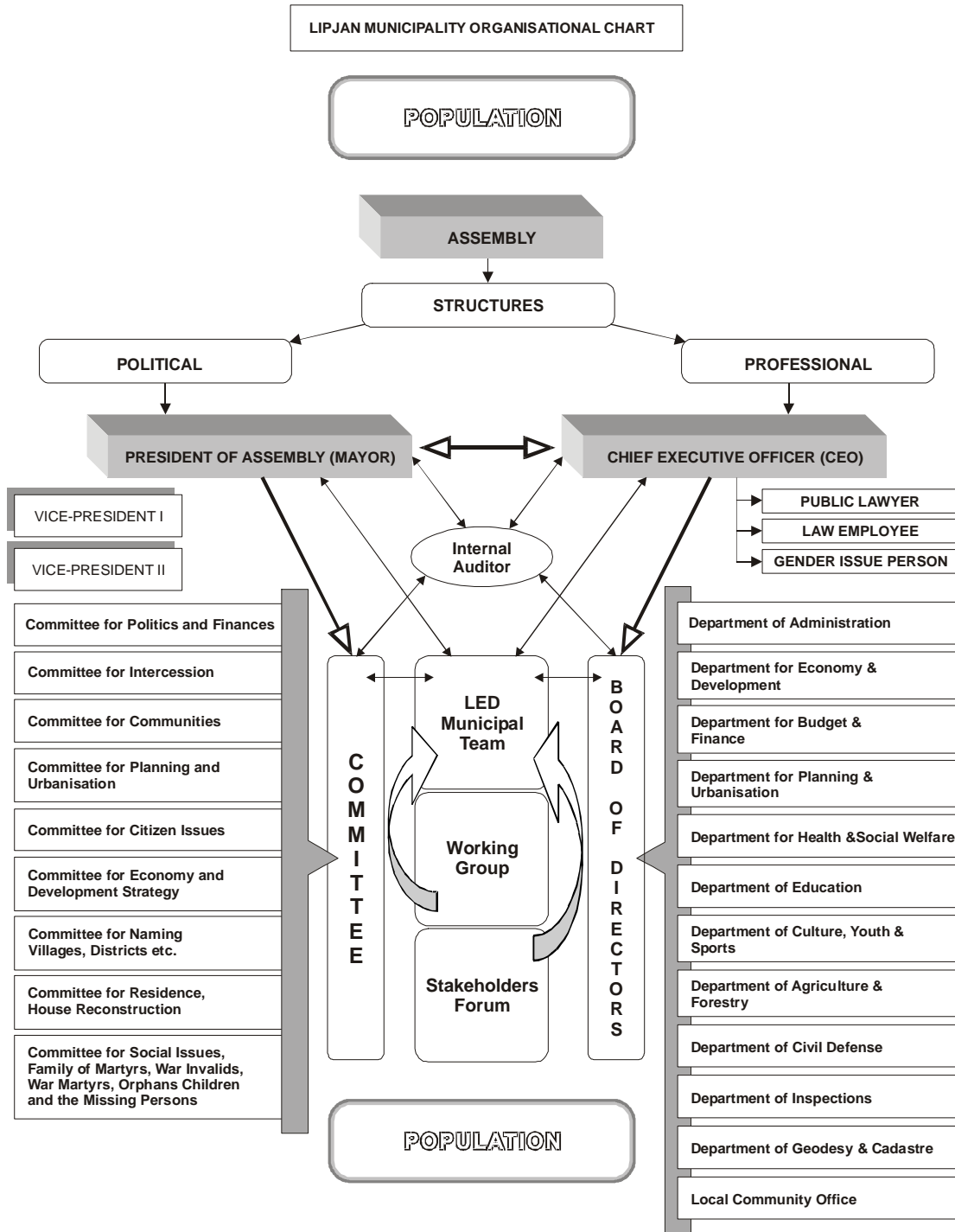
The organisational structure of the municipality consists of the Municipal Assembly, Assembly Committees and 12 Departments of the municipal government. The Assembly consists of 31 councilors.

The diagram below shows that the Municipal Team has political support for the drafting of the strategy from the Mayor of the Lipjan Municipality, Mr. Xhevat Olluri. The Chief Executive, Mr. Imri Ahmeti, who provided administrative and professional support through municipal directorates, gave similar support.

The Municipality of Lipjan is governed according to UNMIK Regulation 2000/45, which clearly defines the responsibilities of local governments in Kosova. However, there are some Laws and Regulations that came into force centrally at a later date that have created a conflict of interests between the municipality and central government in the fields of public utility companies, the civil service of Kosova, primary and secondary education, and management of municipal and/or socially owned land, the latter deriving from the fact that in the past, in many cases the difference between the municipal and socially owned land was not clear.

According to UNMIK Regulation 2000/45, the responsibilities of the local governments in Kosova are:

- To provide the basic conditions for sustainable economic development;
- Urban and rural planning and land use;
- To license building and other development;
- Local environmental protection;
- The implementation of building regulations and building control standards;
- Service provision in relation to local public utilities and infrastructure including water supply, sewers and drains, sewage treatment, waste management, local roads, local transport, and local heating schemes;
- Public services including fire and emergency services;



- Management of municipal property;
- Pre-primary, primary and secondary education;
- Primary health care;
- Social services and housing;
- Consumer protection and public health;
- The licensing of services and facilities, including entertainment, food, markets, street vendors, local public transport and taxis, hunting and fishing, and restaurants and hotels;
- Fairs and markets;
- The naming and renaming of roads, streets, and other public places;
- The provision and maintenance of public parks and open spaces and cemeteries;
- Other activities that are necessary for proper administration of the municipality and which are not assigned elsewhere by law.

The Structure of the Municipal budget

The municipal budget is collected from two sources: a) A grant from the Central Government and b) Own municipal incomes. Table 1 shows the structure of the budget for the years 2004-2006 according to categories of expenditures. It is evident that the greatest part (66.6%) of the 2004 budget was intended to be spent on the category "Salary and allowances" followed by the category 'Goods and services' with 20.4%, and 'Capital expenditure' with 13%.

Table 1. The planned municipality budget for the period 2004-2006 according to categories of expenditures

Nr.	Categories of expenditure	2004	%	2005	%	2006	%
1	Salary and allowances	3,701,207.58	66.59	3,710,207.64	67.40	3,701,207.64	67.22
2	Goods and Services	1,135,853.96	20.43	1,092,857.26	19.85	1,102,918.38	20.03
3	Capital expenditure	721,431.00	12.98	701,607.50	12.75	701,680.00	12.74
	Total	5,558,492.54	100	5,504,672.40	100	5,505,806.02	100

Source: Directorate for Economy, Lipjan, 2004

The extremely low share of capital expenditure (13%) in the total budget for 2004 in the Lipjan municipality is not even close to the amounts needed for investment in the infrastructure. The same situation will follow in the years 2005 and 2006, too. With regard to grants from Central Government, these are spent mainly on secondary and elementary education, as well as on primary healthcare.

II. LOCAL ECONOMY ASSESSMENT

History

Lipjan has been known as a settlement since Roman times. Ulpiana was an important town and a cross roads, situated 10 km northeast from today's Lipjan. During the Roman period it was mainly a small settlement on the road to Lissum. Identification with the name Ulpiana was confirmed at a later date with the discovery of the ruins of settlements from the ancient period and those of the Byzantine period.

Lipjan is situated in the central part of Kosova. It borders the Municipality of Prishtina to the north and northeast, and to the northwest it borders Fushë-Kosova. To the west it borders Drenas and Malisheva, to the southwest it borders Shtime, to the south Ferizaj and to the east Gjilan and Artana (former NovoBërdë). The Lipjan Municipality is located at the junction of the Prishtina-Skopje highway (14.5 km) and the Prishtina-Prizren highway, which is 13 km long. Lipjan is 15 km from the capital (Prishtina) and the only airport in Kosova is located within the territory of this municipality. Lipjan has a moderate continental climate, with relatively easy winters and medium hot summers.

Population

Besides Albanians, who are the majority, other communities who live in Lipjan, are: Serbs, Croats, Ashkali and Roma etc. The last census in Kosova was carried out in 1981² and if we take the natural growth rate of 2%, then the number of inhabitants for 2004 in the Lipjan municipality would be **87,660**. Table 2 shows an estimation of the population in 2004 according to age groups.

² As a consequence of the occupation of Kosova by Serbia.



Table 2 shows that the age structure of 0-54 years is above the country average. This structure is quite encouraging for further development of this municipality. Following the trends in the natural growth of population, it is supposed that this natural growth of population has negative tendencies.

Table 2. Population in 2004 according to age groups

Population in 2004	0-14 year	%	15-34 year	%	35-54 year	%	55-75 and more	%
87660	36582	41,73	29054	33,17	14289	16,3	7735	8,82

Source: Lipjan municipality, 2004

Unemployment and social situation

Unemployment – According to data provided by the Employment Centre, up to December 2004, there were 9884 unemployed registered (see Table 3).

Table 3. Number of unemployed recorded according to qualification and gender

No.	Qualification	Total	Female	Male
1	Unqualified	4333	1964	2369
2	Semi-qualified	42	3	39
3	Qualified	696	231	465
4	Secondary education	4795	1876	2919
5	College	5	2	3
6	University	13	2	11
	Total:	9884	4078	5806

Source: Employment centre, Lipjan, 2004

According to Table 3, from the total number of unemployed, 4,795 have secondary education qualifications, whereas 4,333 are unqualified. However, these data are not reliable, taking into account that a considerable number of the unemployed are not registered at the Employment Centre. Nevertheless, it is estimated that unemployment in the Lipjan municipality is around the national average, thus around 50%.

Employment - Data from Table 4, regarding employment according to activity, suggests that the processing industry employs the largest number of employed persons (around 32%), followed by trading activities with over 29%. The total number of employed in all the above-mentioned activities is estimated to be around 6662, as detailed in Table 4. However, data from Table 4 is also not reliable, as private enterprises are not inclined to declare the real number of employees, in an attempt to avoid paying taxes and contributions.

Table 4. Number of enterprises and employees based on activity

No.	Activity	Number of Employees	
		Number	(%)
1	Agriculture, forestry, fishing	385	5.78
2	Mining and extraction industry	37	0.56
3	Processing industry	2136	32.06
4	Power, gas and water supply	38	0.57

5	Construction	818	12. 28
6	Trade	1975	29. 65
7	Hotels and restaurants	335	5. 03
8	Transport, storage and traffic	621	9. 32
9	Financial mediation	6	0. 09
10	Real-estate business	59	0. 89
11	Education (Driving schools etc.)	71	1. 07
12	Health and social protection	49	0. 74
13	Other	132	1. 98
	Total	6662	100

Source: Department of Economy, Lipjan, 2003.

Social Situation – As a result of an occupation that lasted nearly ten years, the municipality of Lipjan, along with other Kosovar municipalities, suffered considerable loss, such as the destruction of a number of houses (more than 1,792 houses in Lipjan alone), looting and other damage caused to enterprises, as well as the livestock fund and agricultural machinery, etc. These were some of the main factors that had an effect on the population, making it poorer. Based on the Social Welfare Centre in Lipjan (see Table 5), the number of persons or families on social assistance in the year 2004 was 1,466, that is, 37 less than in 2003.

Table 5. Number of families on social assistance according to the year and nationality

No	Year	No. families	M	F	Refugee	Serb	Ashkali	Croat
1	2000	1238	985	253	/	273	78	35
2	2001	1498	1187	311	7	247	81	49
3	2002	1369	1089	280	3	215	95	32
4	2003	1503	1194	309	/	219	154	24
5	2004	1466	1180	281	/	214	170	17

Source: Centre for Social Welfare, Lipjan, 2004.

Education

Elementary education in the Lipjan municipality is provided in 19 schools, divided into 42 branches. There are 3 secondary schools and 3 branches. There were 1,099 employees in primary and high schools in 2003-2004. There is a shortage of teachers for subjects such as electro-engineering, machinery, informatics, mathematics, foreign languages, etc. The High School is divided

into 1 Gymnasium and 2 Professional Schools, with departments for Machinery, Electro-Engineering, Informatics, Economics, etc.

In the Professional High School “Adem Gllavica” there is a training centre in conjunction with the “Norges Vel” NGO. The main activities of this organization are:

- § Providing material and financial help for the agricultural school;
- § Providing advice and suggestions from Norwegian experts;
- § Professional help for the preparation of working plans, and
- § Organizing various training courses for those who are over 18 years, etc.

Economy

Business environment – The Municipality of Lipjan is distinguished by resources both above and below ground, a convenient geographical position and a young labor force which have been and are a strong base for economic development. Until the 1970s the economy of Lipjan was characterized mainly by the exploitation of raw materials and with the cultivation of primary agricultural goods. After the 1970s there was investment and construction for production, processing and industrial items, such as the MIM “Goleshi”, paper and carton factory, the colored metals foundry, “Metal Holding Company”, “Coca Cola” Factory, Coal-Pit – “Babushi i Muhagjerëve”, the stone-quarries in Babush, Termoventi, Shpeztaria, the Agricultural Cooperative with its units, etc. After 1999, some private factories were built, such as “Bonus” – water producer, “Dajti” – detergent producer, “Xella” – silicate bricks producer, etc.

Based on the number of units that existed, it is clear that the economy of Lipjan was a rich industrial economy. Since the 1990s the economy has been in steep decline, in technological, financial and trade aspects. After the war the entire industrial potential was destroyed and no longer functions.

MIM “Goleshi” was the main industrial development. It hired 1,200 workers and had a capacity of over 120,000 tones of magnesium minerals and 20,000 of dunit per year. Magnesium mineral with its products sinter and caustic magnesium was in great demand in ex-Yugoslavian and foreign markets.

The socially owned enterprise “Metali” had 700 employees, with a rich tradition for colored metal production, with the smelting of different elements, both in individual or serial production. Similarly, because of the circumstances that were created after the war, this industry is now in a very difficult position.

The “Coca-Cola” drinks filling up factory has been very successful in the region, employing more 100 employees. Today, this factory is privatized (bought) by the private firm “Frut-Ag” from Prishtina.

Based on the results of a survey conducted by Riinvest with managers of some businesses, it turns out that the level of cooperation between the business community and the municipality is not at a satisfactory level. At the moment, only the Association of Bee Farmers is active, while business participation at the Chamber of Commerce is very low. Besides this, now that business registration is being carried out at the Ministry of Trade and Industry, it is harder to keep a record of businesses, especially when it comes to registration, the number of employees, etc. Municipal structures in the field face a number of difficulties with illegal businesses, which usually contribute to unfair competition.

Business Structure – Based on data from May 2003, the number of registered businesses in both sectors was 1,795; 36 socially-owned enterprises, and 1,759 in the private sector, while the number of businesses operating that were not registered was 1,577. Table 6 shows the percentage of enterprises according to activity, which shows the unfavourable position of production businesses, as about 48% of the businesses are active in trade, while only about 9% are involved in production.

Table 6. Percentage of business participation basen on activity

Business basen on activity	%
Trade	47.8
Transport	17.6
Production	8.7
Construction	8.5
Catering	7.0
Other	10.4
Total	100

Source: Department of Economy, Lipjan, 2003

Agriculture – The municipality of Lipjan is an agricultural area. The land is of high quality, the climate is suitable; the average yearly temperature is 10⁰ C. The municipality has 40,072.12 ha of land in total. Of this area, 24,674.28 ha or 62% is agricultural land, while 12,952.48 ha are forests. With regard to the finishing of primary agricultural products, the private sector has made considerable progress in building mills, and there are now 7 in the municipality, one of which belongs to the state sector. The crops that are mainly cultivated include: wheat, corn, barley, oats, sugar beet, sunflower, as well as soya. As regards fruits, the following are the most cultivated: apples, pears, plums, and quinces. The conditions are also suitable for cultivating blackberries, raspberries, hazelnuts,

medicinal plants, etc. With regard to vegetables, the following are the most cultivated: potatoes, peppers, tomatoes, cucumbers, leeks, watermelons, yellow melons, etc.

In relation to *animal farming*, its condition has started to improve after the damage that was caused by the war. Thanks to international donations and individual investments by farmers, there are two large dairy farms, one of which has 200 cows, the other 50, as well as a dairy processing unit “Diti”, with a daily capacity of 500 litres of milk. In the field of *poultry*, there is a socially-owned farm of egg laying hens, with 500,000 hens, which has now been commercialised and which works to only 50% of its capacity. The municipality of Lipjan has a tradition of cultivating fish, which is carried out in the fishpond in the village of Radevë, which has an area of 70 ha. Carp, plus some other types of fish are cultivated here. This pond has also been commercialised and is underused. Since the war, trout has been cultivated in the village of Bainsë.

Forests - The forests in the municipality of Lipjan cover an area of 12,952.48 ha in both sectors. These forests are covered with different types of wood: beech, Turkish oak, oak, hornbeam, ash, lime, pine etc. These woods include Blinaja, which has an area of 3,000 ha of land, which serves as a reservation for wild animals and hunting. 150 ha of pine forests were burnt in Gadime, and about 50 ha has been reforested so far. The municipal government plans to reforest another 10 – 15 ha of land with pine.

Tourism

There are favourable natural conditions, both unique and beautiful, which make tourism development a possibility in these regions.

The Marble Cave formed from limestone, with stalagmites and stalactites, and with a constant temperature around 15C irrespective of seasonal changes, the cave is an underground feature of great interest and attraction to foreign and domestic visitors. The construction of the Gadime-Gjilan road creates the possibility for highland tourism development.

Blinaja is a national park, with more than 3000 ha of land covered by rich flora and fauna, high and dense trees, more than 33 natural lakes and 60 meadows, with many wild animals such as fallow-deer, roe, boar, wild cat, rabbit, wolf, fox, etc. and many wildfowl which make this place attractive. Natural conditions in Blinaja enable the regeneration of flora and fauna and make it an attractive site for hunting and recreation.



Infrastructure

Water and sewage – More than 70% of the inhabitants of Lipjan are connected to the water-supply system and more than 50% to the sewage system. Households and industrial enterprises are supplied from water wells. The sewage system is in a poor condition and does not function properly. Many of the dwellings have no sewage system, which results in contamination of drinking water.

Power supply – Due to relatively old power supply system network and the multiplication of today's needs for electrical energy, most of the dwellings do not receive sufficient supply of electricity. This is why it is considered necessary to repair and change the whole network, as well as the transformers, which are not capable of processing a sufficient power supply.

Roads and transport – There are 64.5 km of asphalted roads in the municipality, 122 km of fourth category level roads, and 207 km of graveled roads that do not fall under any category. The railway, 13 km long, passes through the middle of the municipality and includes three stops at stations. The railroad is in use since the main line has been repaired by KFOR. The accompanying rails, which enable the loading and unloading of merchandise, need repair and the parking area needs to be laid with asphalt. The railway form of transport is used very little by citizens.

III. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Ü Strategic position in the most important crossroads (triangle of Lipjan – Durrës, Lipjan – Thessalonica and Lipjan-Prishtina); distance from the Prishtina airport only 15 km. Ü Implementation of a vocational education program in agriculture, IT, foreign languages, etc, by the Norges Vel NGO Ü Easy access to locations for SMEs and for residential areas Ü Good conditions for the protection of the environment Ü Existence of minerals such as nickel, magnesium, dunes, lignite, quartz, lime, etc) Ü Favorable conditions for the development of tourism (Marble Cave, Blinaja (sturgeon fields), thermal waters, etc) Ü Favorable geographic, climate and water conditions for the development of cattle breeding and agriculture Ü Farmers' experience in the development of agribusinesses. 	<ul style="list-style-type: none"> Ü Low municipal budget for education, culture, health etc) Ü Insufficient funds for the support of SMEs and stimulation measures for farmers Ü Failure to implement the regulations and Law on the Protection of the Environment Ü Lack of a spatial and urban plan Ü Poor infrastructure in rural areas Ü Lack of Business Associations Ü Lack of a handicraft/light industry zone Ü Lack of cooperation between the business community and local government Ü Opposition to education reforms (conflict of generations) Ü Low number of employed women Low level of tax, duties and property tax collection
Opportunities	Threats
<ul style="list-style-type: none"> Ü Transfer of competencies to locals/local level Ü Return of municipal properties from the KTA Ü Privatisation of some SOEs Ü Increase in budget allocations for infrastructure Ü Improvement of lending conditions Ü Drafting and adoption of the Law on Local Administration Ü Good opportunities for fish farming Ü Increase in interest by foreign companies for investments in the private sector Ü Better use of the existing wheat mill capacities Ü Production of food for animals Ü Recommencement of magnesite and nickel mines Ü Land consolidation and land-reclamation measures 	<ul style="list-style-type: none"> Ü Slow privatization process, destruction and demolition of SMEs Ü Social and political instability Ü Undefined political status of Kosova Ü Insufficient legal infrastructure at both local and national level Ü Fragmentation of land plots Ü Unfair competition to the detriment of local producers Ü Overlapping competencies between the local and national authorities in the field of the LED

IV. VISION

Lipjan will be a municipality with high economic, industrial, tourism and ecological development in conformity with modern standards. Moreover, it will provide attractive living conditions and investments in businesses; it will become a strong industrial and business centre for the region with modern farms and a developed sector of SMEs

V. GOALS AND OBJECTIVES

G1. Provision of hard and soft infrastructure to allow for the creation of a clean environment and local economic development according to the relevant spatial and urban plan in conformity with current needs.

- G1-O1:** Drafting and adoption of the Urban Strategic Development Plan of the municipality by May 2005.
- G1-O2:** Improvement of road transport by 30% in urban and rural areas, the water supply, sewage, and equipment for environmental pollution by 2006.
- G1-O3:** Drafting and implementation of the plan for waste management in the city of Lipjan, and identification of rural areas by 2007. .

G2. Building of capacities in local administration for the provision of more favorable professional services to the business community.

- G2-O1:** To establish a board of experts who would be engaged in the development of the community, including the business one, by providing services and expert ideas so that by the end of 2005 60 % of SMEs are satisfied with these services.
- G2-O2:** Building of capacities for implementation of the strategy by training 20% of the key staff by the end of 2005.
- G2-O3:** To draft an action plan that would improve municipal tax collection with the aim of promoting SMEs
- G2-O4:** Cooperation of the municipal government with business partners to allow for a higher expertise especially in fields such as IT, administration, statistics, accounting, marketing etc, by the professional institutions for capacity building; around 90 % of staff to complete the training by 2007.

G3. Improvement in the position of citizens in society by offering equal employment and training opportunities.

G3-O1: Training of a considerable number of women, and establishment of five professional teams in order to offer health education to communities.

G3-O2: Requalification of up to 20% of women in rural areas aiming to improve their level of employment during 2005-2007 (hothouses, mini farms, handicraft, services, etc).

G4. Creation of favorable conditions for the attraction of investments by the local private sector, as well as by international investors.

G4-O1: By the end of 2005, the local government to create realistic conditions to support the development of manufacturing enterprises, the number of which will be increased by up to 20% compared to year before.

G4-O2: Improvement of proper infrastructure for the development of tourism such as Marble Cave, Blinaja National Park, Termic Water in Bainscë by 2007.

G4-O3: Investigating the potential of surface and underground minerals, potential in agriculture and possibilities for their development and use by the end of 2006..

G4-O4: About 60% of enterprises to be included in various Business Associations by 2007.

G4-O5: The municipality shall secure easy access to the industrial zone by businesses, by September 2007.

G5. To promote the education and health systems to enable the improvement of the population's living standards.

G5-O1: To make the reform of the educational profiles by the end of 2007 In a way that the human resources required by the municipal economy, according to the requirements of a market economy, will be secured.

G5-O2: Expansion of school premises by 2005/06.

G5-O3: Increase of primary health care services in rural areas by 2007.

VI. 'VISION TO PROJECTS' MATRIX

<i>Vision</i>	<i>Goal</i>	<i>Objective</i>	<i>Program</i>	<i>Projects</i>
Lipjan will be a municipality with high economic, industrial, tourism and ecological development in conformity with modern standards. Moreover, it will provide attractive living conditions and investments in businesses; it will become a strong industrial and business centre for the region with modern farms and a developed sector of SMEs.	G1: Provision of hard and soft infrastructure to allow for the creation of a clean environment and local economic development according to the relevant spatial and urban plan, and in conformity with current needs.	G1-O1: Drafting and adoption of the Urban Strategic Development Plan of the municipality by May 2005.	G1-O1-PG1: Improvement of urban standards in the municipal territory. Creation of a clear concept of urbanization activities in the municipal territory, allocation of urban areas, revitalization of housing and improvement of dilapidated urban areas.	G1-O1-Pg1-Pr1: Composition and approval of strategic development plan for the municipality by May 2005.. G1-O1-Pg1-Pr2: Provision (Recording) of the underground cadastre for the city of Lipjan G1-O1-Pg1-Pr3: Feasibility study, implementation, and construction of collective residential area in the city of Lipjan.
			G1-O1-PG2: Program for improvement of the legal infrastructure.	G1-O1-Pg2-Pr1: Creation of a database for public and municipal property, as well as for industrial spaces.
		G1-O2: Improvement of road transport by 30% in urban and rural areas, the water supply, sewage, and equipment for environmental pollution by 2006.	G1-O2-PG1: Program for the renovation of hard infrastructure.	G1-O2-Pg1-Pr1: Construction of a sewage system for the quarters: Ruppina 1 and 2 and Mostina.
				G1-O2-Pg1-Pr2: Construction of sewage system in the quarter vis-a-vis the industrial zone in Lipjan.
				G1-O2-Pg1-Pr3: Asphalting of the Lipjan – Drenas (Gllgoc) road.)
				G1-O2-Pg1-Pr4: Regulation of crossroads within the city.
G1-O2-Pg1-Pr5: Asphalting of the Sllovi-Terbuvc-Gjilan road				

				<p>G1-O2-Pg1-Pr6: Improvement of the sewage system in Magurë.</p> <p>G1-O2-Pg1-Pr7: Construction of a sewage system in Grackë e Vjetër.</p>
		<p>G1-O3: Drafting and implementation of the plan for waste management in the city of Lipjan, and identification of rural areas by 2007.</p>	<p>G1-O3-PG1: Program for protection of the environment.</p>	<p>G1-O3-Pg1-Pr1: Regulation of free spaces in the central zone of the city according to the Urban Development Plan.</p> <p>G1-O3-Pg1-Pr2: Identification of the location for garbage collection in rural zones</p> <p>G1-O3-Pg1-Pr3: Classification of garbage in Lipjan, according to type.</p> <p>G1-O3-Pg1-Pr4: Maintenance of the Sitnica riverbed and flood prevention.</p>
	<p>G2: Building of capacities in local administration for the provision of more favorable professional services to the business community.</p>	<p>G2-O1: To establish a Board of Experts who would be engaged in the development of community, including the business one, by providing services and expert ideas so that by the end of 2005, 60 % of SMEs are satisfied with these services.</p>	<p>G2-O1-PG1: Program to build mechanisms for the provision of services to the community, including the business one.</p>	<p>G2-O1-Pg1-Pr1: Publishing the brochure on / for businesses services.</p> <p>G2-O1-Pg2: Business survey.</p> <p>G2-O1-Pg3: Forming a Board of Experts to develop the objectives of the business community.</p>
		<p>G2-O2: Building of capacities for implementation of the strategy by training 20% of the key staff by the end of 2005.</p>	<p>G2-O2-PG1: The program for the training of local administration staff</p>	<p>G2-O2-Pg1-Pr1: Training for intranet and internet.</p>
		<p>G2-O3: To draft an action plan that would</p>	<p>G2-O3-PG1 The program for greater efficiency</p>	<p>G2-O3-Pg1-Pr1: Revision of the municipal regulation on tariffs for fines and charges.</p>

		improve municipal tax collection with the aim of promoting SMEs.	in the collection of municipal incomes.	G2-03-Pg1-Pr2: Organizing debates to encourage the business community to fulfill their obligations towards the municipality.
		G2-04: Cooperation of the municipal government with business partners to allow for a higher expertise especially in fields such as IT, administration, statistics, accounting, marketing etc, by the professional institutions for capacity building; around 90 % of staff to complete the training by 2007.	G2.04.PG1: Program for professional support for the training of SME staff in different fields	G2-04-Pg1-Pr1: Accountancy training.
				G2-04-Pg1-Pr2: Computer training.
G3. Improvement in the position of citizens in society by offering equal employment and training opportunities	G3-01:	Training of a considerable number of women, and establishment of five professional teams in order to offer health education to communities	G3.01.PG1: Program for the implementation of gender equality in education and employment.	G3-01-Pg1-Pr1: Project for creating municipal teams that would assist in health education.
	G302:	Requalification of up to 20% of women in rural areas aiming to improve their level of employment during 2005-2007 (hothouses, mini farms, handicraft, services, etc).	G3.02.PG1: Program for requalification of females to reflect current needs.	G3-02-Pg1-Pr1: Providing training programs for hothouses, mini-farms, handicrafts, services, etc.
G4. Creation of favorable conditions for the attraction of investments by the local private sector, as well as by international investors	G4-01:	By the end of 2005, the local government to create realistic conditions to support the development of manufacturing enterprises, the number of which will be increased by up to 20% compared to year before.	G4.01.PG1: Establishment of a good environment for the development of SMEs	G4-01-Pg1-Pr1: Establishment of business one-stop-shop office.
				G4-01-Pg1-Pr2: Formation of the business incubators.

		<p>G4-O2:</p> <p>Improvement of proper infrastructure for the development of tourism such as Marble Cave, Blinaja National Park, Termic Water in Baincë by 2007.</p>	<p>G4.O2.PG1.</p> <p>Securing conditions for tourism development.</p>	<p>G4-O2-Pg1-Pr1:</p> <p>Asphalting of the road to Blinajë.</p>	
				<p>G4-O2-Pg1-Pr2:</p> <p>Research on the natural cultural heritage of Lipjan.</p>	
		<p>G4-O3:</p> <p>Researching the potential of surface and underground minerals, potential in agriculture and possibilities for their development and use by the end of 2006</p>	<p>G4.O3.PG1:</p> <p>Program for the research of mineral resources.</p>	<p>G4-O3-Pg1-Pr1:</p> <p>Definition of the quality and quantity of mineral reserves in Lipjan.</p>	
			<p>G4.O3.PG2:</p> <p>Program for the research regarding the agricultural land.</p>	<p>G4-O3-Pg2-Pr1:</p> <p>Classification of land according to quality</p>	
		<p>G4-O4:</p> <p>About 60% of enterprises to be included in various Business Associations by 2007.</p>	<p>G4.O4.PG1:</p> <p>Program for linking businesses to business associations.</p>	<p>G4-O4-Pg1-Pr1:</p> <p>Identification of sectorial and regional links for the creation of business associations.</p>	
		<p>G4-O5:</p> <p>The municipality shall secure easy access to the industrial zone by businesses, by September 2007</p>	<p>G4.O5.PG1:</p> <p>Program for easier access to the new business industrial zone.</p>	<p>G4-O5-Pg1-Pr1:</p> <p>Exemption from taxes for two years for production SMEs that hire more than 10 employees.</p>	
				<p>G4-O5-Pg1-Pr2:</p> <p>Three years free of charge use of land for SMEs that hire more than 20 employees</p>	
		<p>G5.</p> <p>To promote the education and health systems to enable the improvement of the population's living standards.</p>	<p>G5-O1:</p> <p>To reformulate educational profiles by the end of 2007 from which the human resources required by the municipal economy, according to the requirements of a market economy, will be secured.</p>	<p>G5.O1.PG:</p> <p>Program for obtaining the necessary work force according to the requirements of a market economy.</p>	<p>G5-O1-Pg1-Pr1:</p> <p>Initiative for students scholarships</p>
					<p>G5-O1-Pg1-Pr2:</p> <p>Establish the required educational profiles based on the demands of the market.</p>

		<p>G5-O2:</p> <p>Expansion of school premises by 2005/06.</p>	<p>G5.O2.PG1:</p> <p>The program for securing and expanding school space.</p>	<p>G5-O2-Pg1-Pr1:</p> <p>Building a training facility in the “Ulpianë” High School.</p>
				<p>G5-O2-Pg1-Pr2:</p> <p>Building a four-class primary school in Leletiq.</p>
				<p>G5-O2-Pg1-Pr3:</p> <p>Building a four-class primary school in Teqe</p>
		<p>G5-O3:</p> <p>Improvement of primary health care services in rural areas by 2007.</p>	<p>G5.O3.PG1:</p> <p>Program for providing primary health care services.</p>	<p>G5-O3-Pg1-Pr1:</p> <p>Building a medical ambulance in Babush.</p>
				<p>G5-O3-Pg1-Pr21:</p> <p>Building a centre for handicapped persons.</p>

VII. LIPJAN PROJECTS MATRIX

GOALS	for the creation of a clean environment and local economic development according to the relevant spatial and urban plan in conformity with current needs.	Building of capacities in local administration for the provision of more favorable professional services to the business community.	Improvement in the position of citizens in society by offering equal employment and training opportunities.	Creation of favorable conditions for the attraction of investments by the local private sector, as well as by international investors.	To promote the education and health systems to enable the improvement of the population's living standards.
	G1	G2	G3	G4	G5
PROJECTS	G1	G2	G3	G4	G5
1. Composition and approval of strategic Development Plan (2004-2015) for the municipality by May 2005.	X				
2. Provision (Recording) of the underground cadastre for the city of Lipjan	X				
3. Feasibility study, implementation, and construction of residential area in the city of Lipjan.	X				
4. Creation of a database for public and municipal property, as well as for industrial spaces	X				
5. Construction of a canal network for the quarters: Ruçina 1 and 2, and Mostina	X				
6. Construction of sewage system in the quarter vis-a-vis the industrial zone in Lipjan	X				
7. Asphaltting of the Lipjan – (Gllgovc) road.	X				
8. Construction of a boulevard –“Lidhja e Prizrenit”-plus roundabouts in the centre of the city of Lipjan	X				
9. Asphaltting of the Sllovi-Terbuvc-Gjilan road					

10. Improvement of the sewage system in Magurë					
11. Construction of a sewage system in Grackë të Vjetër					
12. Regulation of free spaces in the central zone of the city according to the Urban Development Plan.					
13. Identification of the location for garbage collection in rural zones.					
14. Classification of garbage in Lipjan, according to type.	X				
15. Maintenance of the Sitnica riverbed and flood prevention.	X				
16. Publishing the brochure on / for businesses services.		X			
17. Business survey		X			
18. Forming a Board of Experts to develop the objectives of the business community.		X			
19. Information Technology training for Municipal staff		X			
20. Revision of the municipal regulation on tariffs for fines and charges.		X			
21. Organising debates to encourage the business community to fulfill their obligations toward the municipality.		X			
22. Accountancy training.		X			
23. Computer training.		X			
24. Project for creating municipal teams that would assist in health education			X		
25. Providing training programmes for hothouses, mini-farms, handicrafts, services, etc.			X		
26. Establishment of business one-stop-shop office				X	
27. Formation of the business incubators.				X	
28. Asphalting of the road to Blinajë				X	
29. Research on the natural cultural heritage of Lipjan				X	
30. Definition of the quality and quantity of mineral reserves in Lipjan				X	
31. Classification of land according to quality.				X	
32. Identification of sectorial and regional links for the creation of business associations				X	
33. Exemption from taxes for two years for production SMEs that hire more than 10 employees.				X	

34. Three years free of charge use of land for SMEs that hire more than 20 employees				X	
35. Initiative for students scholarships				X	
36. Establish the required educational profiles based on the demands of the market.					X
37. Organizing a fair for local producers					X
38. Building a training facility in the "Ulpianë" High School					X
39. Building a four-class primary school in Leletiq					X
40. Build a four-class primary school in Teqe					X
41. Building a medical ambulance in Babush					
42. Building a centre for handicapped persons.					

The structure of projects is as follows:

- a) Soft infrastructure, 23 projects
- b) Hard infrastructure, 19 projects

Total value of identified investment projects is **3,050,500 Euros**

Planned sources of finance are:

- 1) Municipality 35 %
- 2) Community 9 %
- 3) Donors & Central government 56 %

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

VIII. LIST OF THE LIPJAN DEVELOPMENT PROJECTS

No	Project Title	Total Amount (€)	Financial resources (%)			Implementing Partners	Duration	Start Date	Beneficiaries
			Municipality	Community	Central Government or Donors				
1	Composition and approval of strategic Development Plan (2004-2015) for the municipality by May 2005.	100,000	100%	-	-	Local Government	6 months	2005	Community, Administration and Local Government
2	Provision (Recording) of the underground cadastre for the city of Lipjan	10,000	100%	-	-	Local Government and Cadastral Agency	8 months	2005	Society, Administration and Private Sector
3	Feasibility study, implementation, and construction of residential area in the city of Lipjan.	20000	30%	20%	50%	Local Government and Business Community	1 year	2005	Community Private Sector and Local Government
4	Creation of a database for public and municipal property, as well as for industrial spaces	5000	100 %	-	-	Local Government	1 year	2005	Local Government and Businesses
5	Construction of a sewage network for the quarters: Ruppina 1 and 2, and Mostina	200.000	20%	20%	60%	Local Government and Donors	1 year	2005	Community Private Sector and Local Government
6	Construction of sewage system in the quarter vis-a-vis the industrial zone in Lipjan	200.000	20%	30%	50%	Local Government and Donors	2 years	2005/2006	Community Private Sector and Local Government
7	Asphalting of the Lipjan – (Gllogovc) road.	74.000	100%	-	-	Local Government and Business Community	3 months	2005	Business Community, Citizens and Local Government
8	Construction of a boulevard – "Lidhja e Prizrenit"-plus roundabouts in the centre of the city of Lipjan	100.000	-	-	100%	Donors	6 months	2006	Community Private Sector and Local Government
9	Asphalting of the Sllovi-Terbuvc-Gjilan road	652.000	20 %	-	80 %	Local Government and Donors	1 year	2005	Community Private Sector and Local Government
10	Improvement of the sewage system in Magurë	150.000	20 %	10 %	70 %	Local Government and Donors	1 year	2005	Community Private Sector and Local Government

11	Construction of a sewage system in Grackê të Vjetër	100.000	20%	10%	70%	Local Government and Donors	2 years	2005	Community
12	Regulation of free spaces in the central zone of the city according to the Urban Development Plan.	30.000	40%	40%	20%	Local Government and Donors	6 months	2005	Citizens, Business Community and Local Government
13	Identification of the location for garbage collection in rural zones.	22.000	100%	-	-	Local Government and Donors	1 year	2007	Community and Local Government
14	Classification of garbage in Lipjan, according to type.	50.000	20%	50%	30%	Local Government and Donors	1 year	2007	Community Private Sector and Local Government
15	Maintenance of the Sitnica riverbed and flood prevention.	300.000	20%	10%	70%	Local Government and Donors	2 years	2006/2007	Community Private Sector and Local Government
16	Publishing the brochure on / for businesses services.	5000	20 %	80 %	-	Local Government and Donors	3 months	2005	Business Community, Citizens, and Local Government
17	Business survey	3.000	80 %	20 %	-	Local Government	3 months	2005	Business Community and Local Government
18	Forming a Board of Experts to develop the objectives of the business community.	5.000	20 %	80 %	-	Local Government	6 months	2006	Citizens, Business Community and Local Government
19	Information Technology training for Municipal staff	10.000	20 %	-	80 %	Local Government	6 months	2005	Municipal Administration and Business Community
20	Revision of the municipal regulation on tariffs for fines and charges.	500	100 %	-	-	Local Government and Business Community	3 months	2005	Municipal Administration and Business Community
21	Organising debates to encourage the business community to fulfill their obligations toward the municipality.	2.000	100 %	-	-	Local Government	6 months	2005	Local Government and Citizens
22	Accountancy training.	3.000	50 %	50 %	-	Local Government and Business Community	1 year	2006	Municipal Administration and Business Community

23	Computer training.	3000	50 %	50 %	-	Local Government and Business Community	1 year	2006	Municipal Administration and Business Community
24	Project for creating municipal teams that would assist in health education	5.000	50 %	-	50 %	Local Government and Donors	6 months	2005	Local Government and Citizens
25	Providing training programmes for hothouses, mini-farms, handicrafts, services, etc.	5.000	50%	-	50 %	Local Government and Donors	1 year	2006	Local Government and Citizens
26	Establishment of business one-stop-shop office	10.000	50%	-	50%	Local Government and Donors	3 months	2005	Business Community
27	Formation of the business incubators.	120.000	10%	10%	80%	Local Government, Business Community, and Donors	6 months	2005	Business Community
28	Asphalting of the road to Blinajë	300.000	30 %	-	70 %	Local Government and Donors	1 year	2007	Community, Private Sector and Local Government
29	Research on the natural cultural heritage of Lipjan	2000	100 %	-	-	Local Government	1 year	2007	Citizens, Business Community and Local Government
30	Definition of the quality and quantity of mineral reserves in Lipjan	10.000	50 %	50 %	-	Local Government and Donors	1 year	2007	Citizens, Business Community and Local Government
31	Classification of land according to quality.	3.000	50 %	-	50 %	Local Government and Donors	1 year	2007	Business Community and local Government
32	Identification of sectorial and regional links for the creation of business associations	1.000	50 %	50 %	-	Local Government and Donors	3 months	2006	Citizens, Business Community and Local Government
33	Exemption from taxes for two years for production SMEs that hire more than 10 employees.	1.000	50 %	50%	-	Local Government and Donors	3 months	2007	Citizens, Business Community and Local Government
34	Three years free of charge use of land for SMEs that hire more than 20 employees	1.000	50 %	50 %	-	Local Government and Donors	5 months	2007	Citizens, Business Community and Local Government
35	Initiative for students scholarships	90.000	80 %	10 %	10 %	Local Government and Donors	2 years	2006	Local government and Citizens
36	Establish the required educational profiles based on the demands of the market.	2.000	50 %	10 %	40 %	Local Government and Donors	1 year	2006	Citizens, Business Community and Local Government

37	Organizing a fair for local producers	15 000	50%	10%	40%	Local Government Farmers International organizations	3 months	2005	Farmers
38	Building a training facility in the "Ulpianë" High School	100.000	50 %	-	50 %	Local Government and Donors	1 year	2005	Students, Teachers and Parents
39	Building a four-class primary school in Leletiq	75.000	100 %	-	-	Local Government	1 year	2005	Community
40	Build a four-class primary school in Teqe	75.000	100 %	-	-	Local Government	1 year	2005	Community
41	Building a medical ambulance in Babush	70.000	100 %	-	-	Local Government	1 year	2005	Community
42	Building a centre for handicapped persons.	90.000	20 %	10 %	70 %	Local Government	1 year	2007	Handicapped children
		3 050 500 €	35 %	56%	7%				

PROJECT DESCRIPTIONS

<p align="center"><u>Project: No. 1</u></p> <p align="center"><u>Composition and approval of the Strategic Development Plan (2004-2015) for the Municipality by May 2005</u></p>	<p align="center"><u>Type of Project:</u></p> <p align="center"><u>Improvement in the investment climate for local and regional businesses</u></p>
<p><u>Project description</u></p> <p>Since 1999, conditions for development in the Municipality of Lipjan have changed fundamentally. Lipjan today has a chance to make full use of the potential that comes from its geographical position and infrastructure, being near to Prishtina, close to the International Airport, and with links to Prizren and Skopje; all these should be viewed as assets for development. Lipjan has already received many requests for industrial and commercial land, and also for residential land. To direct and control its spatial development, the Municipality has decided to prepare a Municipal Development Plan, and in addition, the following further documents as part of the first phase:</p> <ul style="list-style-type: none"> • Urban Development Plan for the city of Lipjan • Urban Development Plan for the Airport • Urban Development Plan for the district of Janjevë <p>These would determine the objectives and activities necessary to harmonise development activities within the Municipality. This kind of approach will enable the preparation and use of new documents within the main offices of the Municipality, and also determine the strategies for residential development, respecting the needs and possibilities of development for a minimum of 5 years, with a target of 20 years.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - The correct approach to enable the preparation and use of new documents within the main offices of the Municipality, and also determine the strategies for residential development, respecting the needs and possibilities of development for a minimum of 5 years, with a target of 20 years - The approach of urban-architecture in order to maintain the identity of the locality - Planning new identities of some quarters and localities - Use of the municipality's optimal position in the region as a basis for development - Direction of development of all locations, determination of the type of location and its role in residential growth 	<p><u>Target Groups</u></p> <ul style="list-style-type: none"> - Local government - Department for Planning & Urbanisation - Population - Potential Investors - SME sector

<p><u>Participants:</u></p> <ul style="list-style-type: none"> - Local Government - DPU - Design Companies- Local and Foreign experts - Business community 	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Project supporters - Project leaders - Financial supporters
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Projects with priority - Existence of project leaders 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Legal problems regarding the property.
<p><u>Calculated expenses:</u></p> <p>Approximate cost 100,000 €</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process: July 2004 Realization: March 2005</p>	<p><u>Acting time:</u></p> <p>The Development Plan gives the Municipality a strategy with additional directions on main planning issues. After Municipal approval, the Development Plan will play a main role in attracting and directing investments. Furthermore it will serve as basis for planning decisions in the future.</p>

<p align="center"><u>Project: No. 2</u></p> <p align="center"><u>Provision (Recording) of the underground cadastre for the city of Lipjan</u></p>	<p align="center"><u>Type of Project:</u></p> <p align="center"><u>Improvement in investment climate for local and regional businesses</u></p>
<p><u>Project description:</u></p> <p>The Municipality of Lipjan is in the final phase of drafting its Municipal Development Plan and Urban Development Plan, which are crucial documents. In the municipality, there is no cadastre (record) of underground or overhead services and installations. Hence, in this phase the implementation of this project is very necessary in order to complete the Urban Plan for the city of Lipjan. The Urban Development Plan is in the process of being approved. Therefore, completion of this project will have an impact on the planning and implementation of other development projects and also on the completion of the main planning documents, which will determine the development goals and activities in the municipality.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Correct approach to the preparation and use of new planning documents - Analysis of developments and opportunities established in existing urban documents and based on demographic projections that would affect the definition of development possibilities and objectives of the municipality - Formation of an Expert's Planning Council 	<p><u>Target Groups:</u></p> <ul style="list-style-type: none"> - Local government - Department for Planning-Urbanisation - Potential partners in the role of local and national experts
<p><u>Participants:</u></p> <p>Local authorities; International organizations Planning & Urbanization Department</p>	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Project supporters - Project leaders - Financial supporters
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Project has priority - Existence of project leaders 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Lack of financial funds
<p><u>Contact persons:</u></p> <p>Imri Semetishti – Director of the Department of Planning and Urbanization Florent Hoxha - Director of the Department of Geodesy and Cadastre</p>	
<p><u>Calculated expenses:</u></p> <p>Approximate cost 10,000 €</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process : August 2005 Realization: December 2005</p>	<p><u>Acting time:</u></p> <ul style="list-style-type: none"> - In the first half of 2006, the first results would have an immediate effect upon some projects

<p align="center"><u>Project: No 3</u></p> <p align="center"><u>Feasibility study, implementation, and construction of residential area in the city of Lipjan.</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in a strong strategic infrastructure</u></p>
<p><u>Project description:</u></p> <p>The residential district is concentrated in a zone in the centre of town and includes an area of 2.57 ha, 2/3 of which is owned by the municipality, and the remainder is privately owned. According to analyses made in conjunction with the Urban Development Plan of the City the location of urban areas, revitalisation of housing stock– growth in population density and regulation of dilapidated urban areas has been defined.</p> <p>Construction of housing (existence of infrastructure) can take place in the area included in the block, forming links with the central recreational and cultural zone that would develop the cultural life of the city. The project also includes the reconstruction of existing buildings and regulation of traffic, especially of the “Shqipëria” crossroad where a roundabout could be created, the regulation of green areas, and also other factors, especially relating to Blinaja, that would enable identification of the natural resources of the Lipjan Municipality, creating the construction of an urban complex which would ensure suitable conditions for developing the city.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> • Revitalization and growth of housing stock, based on standards • Concentration of complex activities based on urban regulations - The approach of urban-architecture in order to maintain the identity of the city • Optimal use of the position in the area as a basis for development 	<p><u>Target Groups:</u></p> <ul style="list-style-type: none"> - Local government - Department for Planning-Urbanisation - Population - Potential Investors - SME's sector
<p><u>Participants:</u></p> <ul style="list-style-type: none"> - Local Government - Construction Companies - Business Community 	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Project supporters - Project leaders - Financial supporters, through agencies and beneficiaries.
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Local government is prepared to support the project and to stimulate community groups and businesses to join in the project - Existence of Project Leader 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Delays linked with ownership regulation (private property – expropriation) and procurement (fiscal) process - Financial assets
<p><u>Calculated expenses:</u></p> <ul style="list-style-type: none"> - Approximate cost 20,000€ 	
<p><u>Time for implementation:</u></p> <p>Beginning of process: May 2005 Realization: 2007</p>	<p><u>Acting time:</u></p> <p>Immediately after approval of the plan – at the beginning of 2006, the first results would be the definition of property and implementation of projects.</p>

<p align="center"><u>Project: No 4.</u></p> <p align="center"><u>Creation of a database for public and municipal property, as well as for industrial spaces</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Local Business Development support</u> <u>New businesses support</u> <u>Improvement of business environment</u> <u>Supporting Investors</u></p>								
<p><u>Project description:</u></p> <p>For entrepreneurs that have ideas and are interested in investing, the municipality will create a database of public ownership, municipal, industrial and commercial areas that are at its disposal. This project wants to attract and support entrepreneurs for investments in different fields.</p>									
<p><u>Expected results:</u></p> <p>Necessary information for investment programmes Good possibilities for extra funding, for local government, business sector and NGOs Reinforcement of existing businesses and opening new ones</p>	<p><u>Target Groups:</u></p> <p>Project Leaders Financial assistance and use of database Technical assistance in creating database</p>								
<p><u>Potential members:</u></p> <p>Local Government Business Associations NGOs</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leaders Technical and professional support Project Co-financing</p>								
<p><u>Preconditions:</u></p> <p>The need for such information</p>	<p><u>Risk factors:</u></p> <p>Low potential for small businesses Potential ignorance of partners</p>								
<p><u>Calculated expenses:</u></p> <table border="0"> <tr> <td>Data collection</td> <td align="right">€ 2 000</td> </tr> <tr> <td>Data elaboration</td> <td align="right">€ 1 000</td> </tr> <tr> <td>Print</td> <td align="right">€ 2 000</td> </tr> <tr> <td>Total</td> <td align="right">€ 5 000</td> </tr> </table>		Data collection	€ 2 000	Data elaboration	€ 1 000	Print	€ 2 000	Total	€ 5 000
Data collection	€ 2 000								
Data elaboration	€ 1 000								
Print	€ 2 000								
Total	€ 5 000								
<p><u>Time for implementation:</u></p> <p>1 year (2005)</p>	<p><u>Ending:</u></p> <p>One year after publication of first brochure</p>								

<p align="center"><u>Project: No 5</u></p> <p align="center"><u>Construction of a sewage network for the quarters: Rupçina 1 and 2, and Mostina</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in strategic infrastructure</u></p>
<p><u>Project description:</u></p> <p>The Quarters of Mostina and Rupçina are located on the south-eastern part of Lipjan, with favourable urban conditions. The population in these two quarters is high, over 5000 inhabitants. Construction of public buildings (schools, day-care-centres, cultural and service buildings) is planned, and a small number of businesses exist, but for the moment the main problem is the delay over the construction of the sewage network, especially the lack of funds. At present the project is in its first phase – primary network. Intervention in this project will reduce the risk from polluted waters that are currently harming the good environment. This would affect the growth of existing businesses and encourage new businesses. This project is justifiable and necessary because it benefits the people of these quarters, and also the main activities would link with the city to form an urban environment – an environment that is ecologically safe.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Improvement of environmental conditions - Better conditions for people - Encouragement of private business sector - Improvement of business environment, more faorable for new investments - Income growth for local government through taxes 	<p><u>Target Groups:</u></p> <ul style="list-style-type: none"> - People - Existing enterprises that want to expand their activity - Attracting small investors - SME sector
<p><u>Participants:</u></p> <ul style="list-style-type: none"> - Local Government - Construction Companies - Business Community 	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Project supporters - Project leaders - Financial supporters, through agencies and beneficiaries.
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Project has priority. - Local government is prepared to support the project and to stimulate community and business groups so they are willing to take part in the project - Existence of project leader. 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Limited financial resources for project implementation - Low entrepreneurship potential
<p><u>Calculated expenses:</u></p> <p>Approximate cost 200,000€</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process : May 2005 Realization: 2006</p>	<p><u>Acting time:</u></p> <ul style="list-style-type: none"> - This project is very important for the community, and also for the SME sector, because a large number of businesses and residences are located in this zone, so the canal network is one of the main issues.

<p align="center">Project: No 6</p> <p align="center"><u>Construction of sewage system in the quarter vis-a-vis the industrial zone in Lipjan</u></p>	<p align="center">Type of project:</p> <p align="center"><u>Investment in hard strategic infrastructure</u></p>
<p><u>Project description:</u></p> <p>Lipjan's north zone includes an area where industrial companies such as "Bonita" and "Coca-Cola" factories and the storing and distribution of agricultural products, the "Bus station", "Fire Department", Electro-energy zone, school campus, and professional agricultural zone, are concentrated. They comprise a very attractive zone in the city, especially linking the central part with other parts, like the construction zone in the direction of Prishtina and the new quarter in the Suhodoll direction – it is an urban entity with mixed activities that shows the potential of Municipal development. This zone is in a strategic position – it has the benefit of existing infrastructure, railroad and water supplies from existing capacities from the city's system.</p> <p>At present the lack of a sewage system in this part of the city reveals many problems, especially for the removal of polluted industrial waters, which are mainly uncontrolled, and which also flow into the River Janieva, which could cause environment pollution because during the summer on occasions the level of water in the river reduces. Achievement of this project would avoid damage to the environment from polluted water. This would have a beneficial effect upon the growth of existing businesses and on the encouragement of new businesses. This project is realistic and necessary because it benefits the people of these zones, and also the main activities would link with the city to form an urban environment – an environment that is ecologically safe and which offers conditions for implementation of the city's ring and harmony with the Urban Development Plan of Lipjan.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Improvement of environmental conditions - Better conditions for people - Encouragement of private business sector - Improvement of entrepreneurship conditions for new investments - Income growth for local government through taxes 	<p><u>Target Groups:</u></p> <ul style="list-style-type: none"> - People - Existing enterprises that want to extend their activity - Attracting small investors - SME sector
<p><u>Participants:</u></p> <ul style="list-style-type: none"> - Local Government - Construction Companies - Business Community 	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Project supporters - Project leaders - Financial supporters, through agencies and beneficiaries.
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Project has priority. - Local government is prepared to support the project and to encourage the community and business groups so that they take part in the project. - Existence of project leader. 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Limited financial resources for project implementation - Low entrepreneurship potential
<p><u>Calculated expenses:</u></p> <p>Approximate cost 200,000€</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process: May 2005 Realization: May 2006</p>	<p><u>Acting time:</u></p> <p>This project is very important for the community, and also for the SME sector, because a large number of businesses and residences are located in this zone, so the sewage network is one of the main issues.</p>

<p style="text-align: center;"><u>Project: No. 7</u></p> <p style="text-align: center;"><u>Asphalting of the Lipjan – Gllogoc Road</u></p>	<p style="text-align: center;"><u>Type of project:</u></p> <p style="text-align: center;"><u>Infrastructure</u></p>
<p><u>Project description:</u></p> <p>The Lipjan – Gllogoc road is 1100 metres long and runs in the southern part of the Lipjan Municipality, linking Lipjan with surrounding villages. It belongs to the fourth category level of roads, therefore it is impassable for vehicles, and also for pedestrians in wet weather. The road is important to the municipality because it links Lipjan with the villages of Kojškë, Rubovs, Gllogoc, Smallush and others. It also joins the Prishtinë – Skopje highway. This project is justifiable in economic and other terms. The implementation of this project will directly benefit the inhabitants of the East and South East parts of Municipality. Asphalting this road will encourage investment in the private sector, contributing to the total infrastructure of this part of the city.</p>	
<p><u>Expected results:</u></p> <p>Improvement of hard infrastructure Encourages development of local businesses Enables agricultural development Growth of business efficiency Prevents resident's migration from village to city</p>	<p><u>Target Groups:</u></p> <p>Society New Businesses Existing businesses Local Administration Education</p>
<p><u>Potential members</u></p> <p>Community Business Community Donors Local Government</p>	<p><u>Potential contribution to the project:</u></p> <p>Project Leaders Technical and Professional Assistance</p>
<p><u>Preconditions:</u></p> <p>Project exists Availability of the Architect who can provide services</p>	<p><u>Risk factors:</u></p> <p>Lack of donors Low municipal budget</p>
<p><u>Calculated expenses:</u></p> <p>Asphalting activities.....4,000.00 € Estimated costs.....70,000.00 € Total.....74,000.00 €</p>	
<p><u>Time for implementation:</u></p> <p>2005</p>	<p><u>Ending:</u></p> <p>6 months</p>

<p align="center"><u>Project: No 8</u></p> <p align="center"><u>Construction of a boulevard –“Lidhja e Prizrenit” - plus roundabouts in the centre of the city of Lipjan</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in hard strategic infrastructure</u></p>
<p><u>Project description:</u></p> <p>The existing “Lidhja e Prizrenit” road is city’s main road, with direct connections to the entrance and exit of the city, connecting to the main ring road that joins the Prishtinë-Prizren and Prishtinë-Ferizaj highways. Its Position offers good conditions for the creation of a boulevard that would have multiple features, creating conditions for development of the centre, and especially of the existing crossroads, where the creation of a roundabout is planned, which, based on studies that were made as part of the Urban Development Plan, will create a functional environment and good circulation of traffic. Implementation of this project would bring about the creation of the city’s core as the focus of other parts of the infrastructure, and the regulation of open spaces, by creating a clean environment, harmonising the residential and trade districts and also creating urban connections in a regulated urban area.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - Improvement of hard infrastructure - Better conditions for inhabitants - Improvement of environment for entrepreneurs, making it more attractive for investments - Creation of new job vacancies 	<p><u>Target Groups:</u></p> <ul style="list-style-type: none"> - People - Transport enterprises and travellers - Business Community - Potential Investors
<p><u>Participants:</u></p> <ul style="list-style-type: none"> - Local Government - Construction Companies - Private Sector 	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Project supporters - Financial supporters
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> -Local government is prepared to support the project and also the communities and businesses that would participate in this project - Existence of project leader 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Lack of finance - Unexpected technical conditions
<p><u>Calculated expenses:</u></p> <p>Approximate cost 100,000€</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process: February 2006 Realization: 2006</p>	<p><u>Acting time:</u></p> <ul style="list-style-type: none"> - Immediately after completion of the work conditions for entrepreneurship activities will improve and steps toward business expansion would take place, including the creation of new businesses.

<u>Project: No. 9</u> <u>Asphalting of the Sllovi-Terbuvc-Gjilan road</u>	<u>Type of project:</u> <u>Infrastructure</u>
<u>Project description:</u> The Sllovi-Terbuvc-Gjilan road connects the eastern part of Kosova with central and western areas. This road links Gjilan with Lipjan towards the Airport and in the other direction with the Prishtinë – Prizren road and the Prishtinë-Pejë road. Surfacing this road would have the effect of halving the time needed to transport passengers and goods from the eastern part to the central zone of Kosova. This road would reduce costs to motorists, including depreciation and fuel expenses, and would also have a beneficial effect upon the opening of new businesses	
<u>Expected results:</u> Connection with the Prishtinë –Prizren, Prishtinë –Pejë and Lipjan -Gjilan highways Decreases expenses of traveling Increases efficiency of business development	<u>Target Groups:</u> Citizens People with entrepreneurship ideas Existing businesses New investors Tourists
<u>Participants:</u> Community Business Community Donors Local Government	<u>Potential contribution to the project:</u> Project leaders Partners in project implementation Technical and Financial assistance
<u>Preconditions:</u> Project is available Support from the Municipal Assembly Existence of a financial partner from the community Solved property rights issues	<u>Risk factors:</u> Donors Weak possibility of participation Low Municipal budget
<u>Calculated expenses:</u> Estimated costs.....600,000.00 € Other activities.....52,000.00 € Total:.....652,000.00 €	
<u>Time for implementation:</u> 1 year	<u>Ending:</u> 2005

<p align="center"><u>Project: No 10</u></p> <p align="center"><u>Improvement of the sewage system in Magurè</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in hard strategic infrastructure</u></p>
<p><u>Project description:</u></p> <p>Magura is a settlement with town's characteristics, with about 3000 inhabitants. There are individual and collective residential areas, educational institutions, health, administrative, public, economic, and industrial activities, services, and small and medium-sized enterprises. It is an inter-municipal and industrial centre, with direct connections to the airport, Shala's regional and municipal centre, the industrial railroad that links the industrial zone and "Golesh" magnesium mining camp and feronickel extraction works on Medvec. The main problem in this residential area is the sewage system, for the concentrated population and businesses there is uncontrolled water pollution from the open channel where industrial waters flow. Magura will be an important centre in the region and improvement of the infrastructure, initially the sewage system, is a primary consideration for new investments, a healthy environment and the good functioning of existing businesses, especially industry that was and will be the main potential for further development. It will also contribute to urban development as part of the Municipal Development Plan.</p>	
<p><u>Expected results:</u></p> <p>Improvement of strategic infrastructure Better conditions for inhabitants Improvement of environment for entrepreneurs, more attractive for investments Creation of new job vacancies</p>	<p><u>Target Groups:</u></p> <p>People Business Community Potential Investors</p>
<p><u>Participants:</u></p> <p>Local Government Construction Companies Private Sector</p>	<p><u>Potential contribution to the project:</u></p> <p>Project supporters Financial supporters</p>
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> -Local government is prepared to support the project and communities and businesses that would participate in this project - Existence of project leader 	<p><u>Risk factors:</u></p> <p>Lack of finance Unexpected technical conditions</p>
<p><u>Calculated expenses:</u></p> <p>Approximate cost 150,000€</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process : 2005 Realization: 2006</p>	<p><u>Acting time:</u></p> <p>Immediately after completion of the work conditions for entrepreneurship activities will improve and steps toward business expansion would take place, including the creation of new businesses.</p>

<p align="center"><u>Project: No 11</u></p> <p align="center"><u>Construction of Sewage Network in Grackë e Vjetër</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in hard strategic infrastructure</u></p>
<p><u>Project description:</u></p> <p>Commencement of this project would reduce risk from polluted waters that are the main problem for a healthy environment. This would have a beneficial effect upon the growth of existing businesses and encouragement of new ones. Implementation of this project is justifiable and necessary because it will benefit the residents of this area and also the main activities would link with the city to form an urban environment – an environment that is ecologically safe.</p>	
<p><u>Expected results:</u></p> <p>Improvement of environmental conditions Better conditions for people Encouragement of private business sector</p>	<p><u>Target Groups:</u></p> <p>People Existing enterprises that want to extend their activities</p>
<p><u>Participants:</u></p> <p>Local Government Construction Companies Business Community</p>	<p><u>Potential contribution to the project:</u></p> <p>Project supporters Project leaders Financial supporters, through agencies and beneficiaries.</p>
<p><u>Preconditions:</u></p> <p>Project has priority Local government is prepared to support the project and to encourage the community and business groups to take part in the project. Existence of project leader.</p>	<p><u>Risk factors:</u></p> <p>Limited financial resources for project implementation Low entrepreneurship potential</p>
<p><u>Calculated expenses:</u></p> <p>Approximate cost100 000 €</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process 2005 : Realization: 2006</p>	<p><u>Acting time:</u></p> <p>This project is very important for community, but also for the SME sector, because a large number of businesses and residences are located in this zone, so the sewage network is one of the main issues.</p>

<u>Project: No 12</u>	<u>Type of project:</u>
<u>Regulation of open spaces in the central zone of the city</u>	<u>Investment in hard strategic infrastructure</u>
<u>Project description:</u>	
<p>The zone that includes “Qendra e qytetit” in Lipjan contains roads that form the city’s core, that is; “Shqipëria”, “Lidhja e Prizrenit”, “Shën Flori” and “Skënderbeu”, and are mainly areas with residential, communal, individual and mixed use. An important area is the “Adem Jashari” field that links two main roads.</p> <p>An analysis of the current open spaces shows that there is a deficit as a result of the construction of buildings with short-term planning and structures without a license, and also the absence of parking spaces – uncontrolled public parking creates chaos in these zones.</p> <p>Based on the Urban Development Plan construction of these areas would create an urban environment where special attention should be paid to re-cultivation of existing green areas and new spaces, which would have a beneficial effect upon the city.</p> <p>Implementation of this project would bring about the creation of the city’s core as the focus of other parts of the infrastructure, and the regulation of open spaces, by creating a clean environment, harmonising the residential and trade districts and also creating urban connections in a regulated urban area.</p>	
<u>Expected results:</u>	<u>Target Groups:</u>
<p>Improvement of hard infrastructure Better conditions for inhabitants Improvement in the environment and protection of urban values that characterize the city</p>	<p>People Business Community Potential Investors</p>
<u>Participants:</u>	<u>Potential contribution to the project:</u>
<p>Local Government Construction Companies Business Community</p>	<p>Participation with financial assets Project supporters</p>
<u>Preconditions:</u>	<u>Risk factors:</u>
<p>Local government is prepared to support the project and to encourage the community and business groups to take part in the project. Existence of project leader.</p>	<p>Lack of Financial support Problems with private ownership</p>
<u>Calculated expenses:</u>	
<p>Approximate cost – Project composition- Implementation 30,000€</p>	

<p style="text-align: center;"><u>Project: No. 13</u></p> <p style="text-align: center;"><u>Identification of location for garbage collection in rural zones.</u></p>	<p style="text-align: center;"><u>Type of project:</u></p> <p style="text-align: center;"><u>Protection of the environment</u></p>
<p><u>Project description:</u></p> <p>The disposal of garbage in many parts of the municipality is taking place in rivers or open spaces where environmental pollution puts inhabitants at risk from different epidemics. In order to protect inhabitants the proper treatment of garbage is necessary. This can be done by supplying localities with containers and by providing places for garbage storage. A project that would allocate spaces for the storage of garbage would be the best solution to solving this problem for the many villages of the municipality that until now could not find a solution. From local garbage stores, garbage would be placed in regional garbage storage locations.</p>	
<p><u>Expected results:</u></p> <p>Environmental protection Prevention of infections Awareness by citizens of the need to protect the environment</p>	<p><u>Target Groups:</u></p> <p>Community</p>
<p><u>Participants:</u></p> <p>Ministry of Environment Community Local Government</p>	<p><u>Potential contribution to the project:</u></p> <p>Possible Project Co-financers Financial support Financial-technical project assistance</p>
<p><u>Preconditions:</u></p> <p>Location Project has priority Garbage storage Readiness of "Vllaznimi" company for transporting garbage</p>	<p><u>Risk factors:</u></p> <p>Failure to find donors Low municipal budget</p>
<p><u>Calculated expenses:</u></p> <p>Phase I 2005-2006 10 000 € Phase II 2006-2007 12 000 € Total :22 000 €</p>	
<p><u>Time for implementation:</u></p> <p>2 years Phase I: 2005 Phase II: 2006</p>	<p><u>Ending:</u></p> <p>Project starts at the beginning of 2005 Project ends at the end of 2006</p>

<p align="center"><u>Project: No.14</u></p> <p align="center"><u>Classification of garbage in Lipjan, according to type.</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Increase in Cleanliness</u> <u>Clean environment</u> <u>Creation of good living conditions</u></p>
<p><u>Project description:</u></p> <p>The Local Government will implement a project to place containers for garbage according to type, and also for cleaning and storage. Implementation of this project will create a better climate for citizens, a growth in cleanliness and will also enable the creation of a better environment for improved living standards.</p>	
<p><u>Expected results:</u></p> <p>Clean ecological environment Encouraging new entrepreneurs Better living conditions</p>	<p><u>Target Groups:</u></p> <p>Citizens Entrepreneurs Investors</p>
<p><u>Participants:</u></p> <p>Local Government Community Private business</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leaders Technical and financial support Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Committment of governmental institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for project realization</p>
<p><u>Calculated expenses:</u></p> <p>Equipment:..... .30,000 euro Wages..... 10,000 euro Variable expenses..... .10,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>2 years</p>	<p><u>Beginning:</u></p> <p>2006-2007</p>

<p align="center"><u>Project: No 15</u></p> <p align="center"><u>Building the side walls of Sitnica riverbed</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Improvement in the environment</u></p>
<p><u>Project description:</u></p> <p>The River "Sitnica" flows through the southern part of the city of Lipjan. Taking into account the high volume of underground water, the number of waterfalls and the configuration of the ground – the flatness which at the moment causes flooding in agricultural areas, it is necessary to build walls on both sides of the river. These walls would prevent flooding and other damage to roads, districts, residential buildings and agricultural areas. This would contribute to the realization of the Urban Development Plan, especially in the linking of the eastern and western side and in the construction of a recreational zone by creating artificial lakes out of the existing area and river.</p>	
<p><u>Expected results:</u></p> <p>Improvement of hard infrastructure Encouragement of business development Improvement of environmental conditions Minimizing damage from flooding</p>	<p><u>Target Groups:</u></p> <p>Local government Inhabitants Business community</p>
<p><u>Participants:</u></p> <p>Private sector Local Government Potential donors</p>	<p><u>Potential contribution to the project:</u></p> <p>Material contributions from supporters Project leaders</p>
<p><u>Preconditions:</u></p> <p>Project has priority Project leader is available</p>	<p><u>Risk factors:</u></p> <p>Funds – limited resources Low entrepreneurship potential Ownership problems</p>
<p><u>Calculated expenses:</u></p> <p>Approximate cost 300,000€</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of process : 2005 Realization: 2007</p>	<p><u>Acting time:</u></p> <p>After one year the project results will become apparent, and this is very important for the citizens of Lipjan.</p>

<p><u>Project No. 16</u></p> <p><u>Publishing the brochure on / for businesses services</u></p>	<p><u>Type of project:</u></p> <p><u>Public Investment</u></p>
<p><u>Project description:</u></p> <p>This project will help businesspersons who are interested in expanding their business or in starting a new business, but who lack financial resources. With this guide, businesspersons would have the relevant information about loans and conditions. Businesspersons and local government will benefit from this project.</p>	
<p><u>Expected results:</u></p> <p>Creation of new jobs Stimulation of private business development Encouragement for new businesses</p>	<p><u>Target Groups:</u></p> <p>Community Business community Local Administration</p>
<p><u>Participants:</u></p> <p>Existing businesspersons Future businesspersons Local Government</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leaders Project supporters Financial supporters</p>
<p><u>Preconditions:</u></p> <p>Existence of large number of businesspersons Existence of people with business ideas that have a need for financial help Community support for project implementation</p>	<p><u>Risk factors:</u></p> <p>Low budget Donors conditions</p>
<p><u>Calculated expenses:</u></p> <p>Approximate cost 5,000€</p>	
<p><u>Time for implementation:</u></p> <p>3 months</p>	<p><u>Ending:</u></p> <p>End of 2005.</p>

<u>Project: No.17</u> <u>Business survey</u>	<u>Type of project:</u> <u>Investments on soft infrastructure</u>
<u>Project description:</u> <p>This Project is concerned with a survey of different businesses, the efficiency of services undertaken by municipal administrative bodies and with the obligations of businesses to those municipal bodies. This survey contains a questionnaire compiled by the Department for Economy and Development; Sector for Economic Development. Businesses from the production sector have special interests that affect employment growth. It is anticipated that this project will be implemented in cooperation with local government and Business Associations.</p>	
<u>Expected results:</u> <p>Encouragement for private business development An increase in transparency of local government Better control over goods and services</p>	<u>Target Groups:</u> <p>Community Business community Local Administration</p>
<u>Participants:</u> <p>Local government Business community</p>	<u>Potential contribution to the project:</u> <p>Project leaders Technical assistance and volunteer work</p>
<u>Preconditions:</u> <p>Local government – Project plan is available, compiled by the Sector for Economic Development There are no legal problems Motivation of business community to participate in the implementation of the project.</p>	<u>Risk factors:</u> <p>Insufficient budget</p>
<u>Calculated expenses:</u> <p>3,000 €</p>	
<u>Time for implementation:</u> <p>3 months</p>	<u>Ending:</u> <p>2005.</p>

<p align="center"><u>Project: No. 18</u></p> <p align="center"><u>Forming a Board of Experts to develop the objectives of the business community.</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Improvement of investment climate for local and regional businesses</u></p>
<p><u>Project description:</u></p> <p>Local government will implement a project for the creation of a professional Board of Experts, that will give advice and inform businesspersons about how to achieve their development objectives, so the private sector would advance, but always in cooperation with local government.</p>	
<p><u>Expected results:</u></p> <p>Improvement of investment climate Encouragement of new enterprises Better conditions for private business</p>	<p><u>Target Groups:</u></p> <p>Entrepreneurs Investors</p>
<p><u>Participants:</u></p> <p>Local government Community Private business</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Technical and financial support Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Committment of governmental institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds</p>
<p><u>Calculated expenses:</u></p> <p>5,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>6 months</p>	<p><u>Beginning:</u></p> <p>2006</p>

<p align="center"><u>Project: No 19</u></p> <p align="center"><u>Information Technology training for Municipal staff</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in human infrastructure</u> <u>Improvement of local government capacities for business support</u></p>
<p><u>Project description:</u></p> <p>Municipal staff training on information technology (using computers and other technologies) is proposed as a project because some training that was held previously has not been satisfactory. This project would increase the abilities of municipal staff in using technology. Training will include courses for beginners and advanced courses including special programmes and internet programmes. Beginner courses will be run by municipal staff who have already undertaken similar courses, while advanced courses would be run by experts from different fields and similar training programmes.</p>	
<p><u>Expected results:</u></p> <p>Growth of efficiency and professional services of municipal administration. Growth of communications between different levels, inside local administration and between local administration with the highest administrative levels</p>	<p><u>Target Groups:</u></p> <p>Administrative staff of municipality as direct beneficiaries of organized trainings All other clients that receive qualitative services as indirect beneficiaries</p>
<p><u>Participants:</u></p> <p>Local government International organizations and institutions</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Implementing partners that offer technical and financial support</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Committment of governmental institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of local experts to organize the training</p>
<p><u>Calculated expenses:</u></p> <p>10,000 € Financial funds are secured from the municipal budget. But potential partners from international organizations who offer technical assistance will increase the project's performance.</p>	
<p><u>Time for implementation:</u></p> <p>6 months</p>	<p><u>Ending:</u></p> <p>End of year 2005.</p>

<u>Project: No. 20</u>	<u>Type of project:</u>
<u>Revision of the municipal regulation on tariffs for fines and charges</u>	<u>Encouragement of business growth and creation of new businesses</u>
<u>Project description:</u>	
<p>As a way of addressing the development needs of businesses, it is proposed to review the Municipal Regulation for tariffs, fees and fines.</p> <p>The Department for Economy and Development will execute this project through experts in this field who have worked on the composition of the existing regulations. Working groups will make positive changes to help create favorable conditions for businesses that operate throughout the territory of the municipality.</p>	
<u>Expected results:</u>	<u>Target Groups:</u>
<p>Sustainable municipal budget incomes Mutual trust: Local government – Business Sector Encouragement of business growth</p>	<p>Local administration Entrepreneurs Community</p>
<u>Participants:</u>	<u>Potential contribution to the project:</u>
<p>Local Government Community Private businesses</p>	<p>Project leader Constant employment Technical assistance</p>
<u>Preconditions:</u>	<u>Risk factors:</u>
<p>Project leader is available Commitment of government al institutions</p>	<p>Reluctance of the local authorities to change this regulation</p>
<u>Calculated expenses:</u>	
500 euro	
<u>Time for implementation:</u>	<u>Beginning:</u>
1 month	2005

<u>Project: No 21</u>	<u>Type of project:</u>
<u>Organizing debates to encourage the business community to fulfill their obligations towards the municipality</u>	<u>Encouragement of business growth and creation of new businesses</u>
<u>Project description:</u>	
Local Government will implement a project to organize debates with citizens to convince them to undertake their obligations toward the municipal administration. Taking responsibility for their financial obligations to the municipality will create more favorable conditions for the development of the business community and citizens. Citizens will be convinced that there are many advantages to fulfilling their obligations because all the funds collected belong to the citizens of the municipality	
<u>Expected results:</u>	<u>Target Groups:</u>
Improvement of investment climate Encouragement of new enterprises Better conditions for private businesses	Local administration Entrepreneurs Investors
<u>Participants:</u>	<u>Potential contribution to the project:</u>
Local Government Community Private businesses	Project leader Technical and financial support Technical assistance
<u>Preconditions:</u>	<u>Risk factors:</u>
Project leader is available Commitment of government institutions	Lack of funds for implementation of project
<u>Calculated expenses:</u>	
2,000 euro	
<u>Time for implementation:</u>	<u>Beginning:</u>
6 months	2005

<p><u>Project: No. 22</u></p> <p><u>Accountancy training</u></p>	<p><u>Type of project:</u></p> <p><u>Investment in soft infrastructure</u> <u>Creation of professional personnel</u></p>
<p><u>Project description:</u></p> <p>Local government will organize intensive staff training and private business training, so services for citizens and businesses will be more correct, professional and faster. This will affect the partnership between the community and local government. The training in association with the business community will help the accountancy skills of those who manage businesses.</p>	
<p><u>Expected results:</u></p> <p>Improvement of investment climate Encouragement of new enterprises Better conditions for private business</p>	<p><u>Target Groups:</u></p> <p>Local administration Entrepreneurs Investors</p>
<p><u>Participants:</u></p> <p>Local Government Association of accountants Private businesses</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Technical and financial support Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Commitment of government institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project</p>
<p><u>Calculated expenses:</u></p> <p>3,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2006</p>

<p align="center"><u>Project: No. 23</u></p> <p align="center"><u>Computer training</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in soft infrastructure</u> <u>Creation of professional personnel</u></p>
<p><u>Project description:</u></p> <p>It has been predicted that this project will help interested businesses from specific fields to gain elementary knowledge of IT, including the WORD and EXCEL programmers. This project will be implemented in cooperation with Local government, the business community and NGOs.</p>	
<p><u>Expected results:</u></p> <p>Improvement of investment climate Encouragement of new enterprises Better conditions for private business</p>	<p><u>Target Groups:</u></p> <p>Local administration Entrepreneurs Investors</p>
<p><u>Participants:</u></p> <p>Local Government NGOs Business sector</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Technical and financial support Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Commitment of governmental institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project</p>
<p><u>Calculated expenses:</u></p> <p>3,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2006</p>

<p align="center"><u>Project: No. 24</u></p> <p align="center"><u>Project for creating municipal teams that would assist in health education</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in infrastructure</u></p>
<p><u>Project description:</u></p> <p>Implementation of this project will be undertaken by local government in cooperation with the Family Medical Centre in Lipjan. Because Lipjan has a large number of villages that in general have a low standard of economic development, there is a need to create municipal teams that would assist the community in health education. Implementation of this project will help to prevent some illnesses that could be the result of a lack of knowledge in the health education field. Experts from different fields from the University Medical Centre in Prishtinë will join in the project. Pregnant women will benefit most from this project.</p>	
<p><u>Expected results:</u></p> <p>Prevention of diseases Engagement of women in work Increased awareness of health education</p>	<p><u>Target Groups:</u></p> <p>Rural areas Poor people Female</p>
<p><u>Participants:</u></p> <p>Family medical centre Local government Donors</p>	<p><u>Potential contribution to the project:</u></p> <p>Staff Project leader Financial support</p>
<p><u>Preconditions:</u></p> <p>Project exists Willingness of local government to give support</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project Interest of Donors</p>
<p><u>Calculated expenses:</u></p> <p>5,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>6 months</p>	<p><u>Beginning:</u></p> <p>2005</p>

<u>Project: No. 25</u>	<u>Type of project:</u>
<u>Providing training programmes for hothouses, mini-farms, handicrafts, services, etc.</u>	<u>Investments in re-qualification and implementation of gender equality in employment</u>
<u>Project description:</u>	
<p>It is recognized that the position of females in general is not good, particularly the aspect of equal treatment in employment and training. The local government, in cooperation with the Office for Gender Issues that operates under the Office of the Chief Executive, will implement this project to create possibilities for involving all willing females, no matter their background, including those with disabilities and special needs and especially mothers who are the head of their household, to improve their position in society. Throughout this project, the training in hothouses, mini-farms, handicrafts, services, etc. for females from rural areas will proceed, in order to improve their position in employment by 20%, by 2007.</p>	
<u>Expected results:</u>	<u>Target Groups:</u>
<p>Possibilities for employment Increase in the quality of job applicants Possibilities for including females in society</p>	<p>Females in less developed areas Community Local Government</p>
<u>Participants:</u>	<u>Potential contribution to the project:</u>
<p>Local Government Donors</p>	<p>Project leader Financial support</p>
<u>Preconditions:</u>	<u>Risk factors:</u>
<p>Project with priority Willingness of local government to support the project</p>	<p>Lack of funds for implementation of project Donors interest</p>
<u>Calculated expenses:</u>	
<p>5.000 euro</p>	
<u>Time for implementation:</u>	<u>Beginning:</u>
<p>6 months</p>	<p>2005</p>

<p align="center"><u>Project: No. 26</u></p> <p align="center"><u>Establishment of Business One-Stop-Shop Office.</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Encouragement of new enterprises</u> <u>Improvement in the local business environment</u> <u>Investment in human resources</u> <u>Reduction of poverty</u></p>
<p><u>Project description:</u></p> <p>One or more employers with administrative experience will offer basic information about the need for registration and licensing of businesses, procedures and expenses. The Office can act as a mediator for entrepreneurs during the process of registration and licensing. Furthermore the Office could offer other information including: business contacts, opportunities for joint investments, and information about changes in legislation or administrative procedures from institutions or other departments..</p>	
<p><u>Expected results:</u></p> <p>Improvement of business environment (for domestic and foreign investment) Growth of number of businesses (easy access to information) Increase in the contributions of the private sector to the local budget</p>	<p><u>Target Groups:</u></p> <p>Entrepreneurs and Enterprises</p>
<p><u>Participants</u></p> <p>Business Associations and the Private Sector Local Government Institutions responsible for registering and licensing businesses</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Project supporters – material contributions Offers of direct support (political support) Offers of information based on specific requests Financial support Offers of information and opportunities</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Consensus and commitment of departments that are included in the legal administrative aspects of entrepreneurship</p>	<p><u>Risk factors</u></p> <p>Budget limits Extra office staff Entrepreneurs do not trust offices</p>
<p><u>Calculated expenses:</u></p> <p>staff: 5000 € Equipments: 4000 € Variable expenses: 1000 € Total: 10000 €</p>	
<p><u>Time for implementation:</u></p> <p>Beginning time: First half-year of 2005</p>	<p><u>Ending</u></p> <p>Valuation: every year Survey will be the criteria</p>

<p align="center"><u>Project: No. 27</u> <u>Creation of the Business Incubator.</u></p>	<p align="center"><u>Type of project:</u> <u>Encouragement of new businesses</u> <u>Advancing small businesses</u> <u>Complex development of businesses</u></p>
<p><u>Project description:</u></p> <p>The economy of the Municipality of Lipjan endured huge damage both before the war during the occupation of the Serb regime and during the war, and even today it cannot realize its full economic potential. Based on the fact that the municipality has a high level of unemployment and a low level of self-financing, it is necessary for the municipal development strategy to direct activities towards developing SME s, and in this context also in the creation of Business Incubators in the Municipality. Incubators would present opportunities for those businesses that are starting out, giving financial assistance like low rents for business premises for the first three years. Lipjan has a building that could be dedicated to such a purpose.</p>	
<p><u>Expected results:</u></p> <p>Encouragement of new businesses Advancing small businesses Increase in employment Improvement of business environment</p>	<p><u>Target Groups:</u></p> <p>Local Administration Entrepreneurs Community New businesses</p>
<p><u>Participants:</u></p> <p>Local Government Private businesses Donors</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Financial participation and management Selection of business and favorable contracts for rent</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Commitment of governmental institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project Donors' interest</p>
<p><u>Calculated expenses:</u></p> <p>120,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>6 months</p>	<p><u>Beginning:</u></p> <p>2005</p>

<u>Project: No. 28</u> <u>Asphalting the road to Blinaja</u>	<u>Type of project:</u> <u>Infrastructure</u>
<u>Project description:</u> The road to Blinajë connects to the Lipjan-Magurë-Airport road and the National Park of Blinaja. The regional road from Komoran to Caralevë will also be connected with the Magurë-Shalë road, and in future it will have the potential for the greatest volume of highland tourism in this area. The village of Blinaj, that covers the area around the Magurë-Blinaj road will benefit from this project.	
<u>Expected results:</u> Improvement of transportation infrastructure Encouragement of private business development Improvement in agricultural development Prevents the displacement of the community into other centres	<u>Target Groups:</u> Community Existing businesses Attracting new investors Local administration
<u>Participants:</u> Community TMK Donors Local Government	<u>Potential contribution to the project:</u> Project leader Partners for implementations Technical and financial support
<u>Preconditions:</u> Project is available Support from the Municipal Assembly Existence of financial partnership from the community Property rights legal issues solved	<u>Risk factors:</u> Donors Low possibilities for participation Low municipal budget
<u>Calculated expenses:</u> Estimated costs250,000.00 € Other activities..... 50,000.00 € Total..... 300,000.00 €	
<u>Time for implementation:</u> 1 year	<u>Ending:</u> 2007

<p align="center"><u>Project: No. 29</u></p> <p align="center"><u>Research on the natural and cultural heritage of Lipjan</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Improvement of local and regional investment climate</u></p>
<p><u>Project description:</u></p> <p>In the Lipjan Municipality, the oldest historical sites date back to the Ilirian period, to the third and fifth centuries, then relics from the Roman period, third and fourth centuries, and the latest monuments date from medieval times and from the Ottoman period.</p> <p>Beside historical buildings with specific cultural importance such as churches and mosques, there are buildings in some villages that show the culture of typical rural life throughout the centuries.</p> <p>The "Parku Blinaja" Natural Park is located in the western part of the Drenica and Shala valley, and offers potential for tourism development.</p> <p>Beside their natural beauty, the highland zones in the East offer two important attractions; the marble cave of "Shpella e Mermerit e Gadimes", which is unique because of its natural marble and the horizontal parts of the cave's roof. About 1500 m have been excavated. There are thousands of crystal stalagmites and stalactites in the cave's roof and floor, and it is believed that the cave is 17 km long, on three levels. In addition the centre of the historical village of Janjevë offers good potential for tourism development.</p> <p>Implementation of this project would create conditions for development and a regulated implementation of development plans in the municipality that include firstly their physical security and also the creation of the surrounding environment to maintain their original situation, by avoiding activities that may damage these sites.</p>	
<p><u>Expected results:</u></p> <p>Protection of cultural heritage and avoidance of further damage Improvement of historical monuments Awareness, information and technical advice to inhabitants and owners to protect their properties and preserve their historical value Development of tourist zones by using the optimal position in the region</p>	<p><u>Target Groups:</u></p> <p>Local government Department for Planning & Urbanisation Department for Youth, Culture and Sports Institute for the protection of monuments People Potential investors</p>
<p><u>Participants:</u></p> <p>Local government DPU& DKRS AKK(cadastral agency) Institute for the protection of monuments Business community</p>	<p><u>Potential contribution to the project:</u></p> <p>Project supporters Project leaders Financial supporters</p>
<p><u>Preconditions:</u></p> <p>Project has priority Existence of project leaders</p>	<p><u>Risk factors:</u></p> <p>Legal problems linked with property Financial aspect</p>
<p><u>Calculated expenses:</u></p> <p>2000 €</p>	
<p><u>Time for implementation:</u></p> <p>Beginning of project: April 2005 Implementation: October 2005</p>	<p><u>Acting time :</u></p> <p>This project offers the municipality extra guidance on main planning issues. After approval it will play a major part in the attraction and direction of investments. Furthermore it will serve as a basis for planning decisions in the future.</p>

<p align="center"><u>Project: No. 30</u></p> <p align="center"><u>Definition of the quality and quantity of mineral reserves in Lipjan</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Encouragement of local businesses</u></p> <p align="center"><u>Encouragement for establishing new businesses</u></p> <p align="center"><u>Promotion of local businesses</u></p> <p align="center"><u>Improvement of business environment</u></p>										
<p><u>Project description:</u></p> <p>The Lipjan Municipality covers the central part of Kosova with an area of 402 km². The biggest part of this area consists of agricultural land, woodland and fields. The Lipjan Municipality has abundant natural resources with fertile soil, forests and pastures and also different minerals like limestone, magnesium, coal, quartz, stone etc.</p>											
<p><u>Expected results:</u></p> <p>Identification of quantity and quality of lands Identification of quantity and quality of minerals Building preconditions for SME Growth of number of businesses Decrease in unemployment</p>	<p><u>Target Groups:</u></p> <p>Community Local Administration Existing firms Potential investors</p>										
<p><u>Participants:</u></p> <p>Local Government Business Associations Public Institutions</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Partners that offer information for legal support Potential investors</p>										
<p><u>Preconditions:</u></p> <p>Good conditions and potential for local business development Enough communication channels with potential investors</p>	<p><u>Risk factors:</u></p> <p>Influence of local government in politics Insufficient financial means to accomplish project activities</p>										
<p><u>Calculated expenses:</u></p> <table border="0"> <tr> <td>Publishing</td> <td align="right">5 000€</td> </tr> <tr> <td>Data collection and design</td> <td align="right">1000€</td> </tr> <tr> <td>Press</td> <td align="right">3 000€</td> </tr> <tr> <td>Delivery</td> <td align="right">1000€</td> </tr> <tr> <td>Total</td> <td align="right">10 000€</td> </tr> </table>		Publishing	5 000€	Data collection and design	1000€	Press	3 000€	Delivery	1000€	Total	10 000€
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Press	3 000€										
Delivery	1000€										
Total	10 000€										
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Ending:</u></p> <p>First evaluation – one year after publication</p>										

<p align="center"><u>Project: No 31</u></p> <p align="center"><u>Classification of land according to quality</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Encouragement of local businesses</u></p> <p align="center"><u>Encouragement for establishing new businesses</u></p> <p align="center"><u>Improvement of business environment</u></p>								
<p><u>Project description:</u></p> <p>The lack of projects in the agricultural field and the lack of information for these kinds of initiatives is directing businesses to the wrong investments. Therefore professional help to identify these projects and find potential investors would encourage many new entrepreneurs to open new businesses. Through its professional staff the Municipal Administration will direct investors toward villages based on their conditions and standards. As well as their own experts, the municipality will hire local experts to give continuous professional advice to new enterprises. Professional visits for project implementation will also be organized during the year.</p>									
<p><u>Expected results:</u></p> <p>Encourages investment Improves local development Decrease in unemployment Growth of number of businesses Encouragement of new entrepreneurs</p>	<p><u>Target Groups:</u></p> <p>Business sector Local administration Existing enterprises Potential Investors</p>								
<p><u>Participants:</u></p> <p>Local government Business associations Public institutions</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Partners who offer information for legal support People that are interested in investments</p>								
<p><u>Preconditions:</u></p> <p>Good conditions and potential for local business development Enough communication channels with potential investors</p>	<p><u>Risk factors:</u></p> <p>Influence of local government in politics Insufficient funds for project implementation</p>								
<p><u>Calculated expenses:</u></p> <table border="0"> <tr> <td>Publishing:</td> <td align="right">2,000€</td> </tr> <tr> <td>Data collection and design</td> <td align="right">500€</td> </tr> <tr> <td>Press</td> <td align="right">500€</td> </tr> <tr> <td>Total</td> <td align="right">3,000€</td> </tr> </table>		Publishing:	2,000€	Data collection and design	500€	Press	500€	Total	3,000€
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Data collection and design	500€								
Press	500€								
Total	3,000€								
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Ending:</u></p> <p>First valuation – after one year</p>								

<p align="center"><u>Project 32:</u></p> <p align="center"><u>Identification of sectorial and regional links for the creation of business associations</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Encouraging local businesses</u></p>
<p><u>Project description:</u></p> <p>With this project we aim to organize the businesses within the municipality in order to identify their needs and requirements for investment according to the economic sectors.</p>	
<p><u>Expected results:</u></p> <ul style="list-style-type: none"> - An increase in the quality of cooperation - Improved conditions for businesses - Creation of a partnership: government-business sector 	<p><u>Beneficiaries:</u></p> <ul style="list-style-type: none"> - Entrepreneurs - Local government - Community
<p><u>Potential participants and beneficiaries:</u></p> <ul style="list-style-type: none"> - Entrepreneurs - Local government - Community 	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Team leader - Technical –financial support
<p><u>Preconditions:</u></p> <ul style="list-style-type: none"> - Leader of the project is selected - Commitment of government institutions 	<p>Risk factors:</p> <ul style="list-style-type: none"> - Lack of funds for the realisation of the project
<p><u>Calculated expenses:</u></p> <p>Total estimated costs for this project: 1,000 €</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning :</u></p> <p>2006</p>

<p align="center"><u>Project: No. 33</u></p> <p align="center"><u>Exemption from taxes for two years for manufacturing SME s that hire more than 10 employees</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Encouragement of business expansion and new enterprises</u></p> <p align="center"><u>Creation of new job vacancies</u></p>
<p><u>Project description:</u></p> <p>Local Government will implement a project to exempt manufacturing SME s that hire more than 10 employees from taxes for two years. Implementation of this project will have a beneficial effect on new job development, increasing the standard of living, growth in the number of businesses and reducing poverty.</p>	
<p><u>Expected results:</u></p> <p>Encouragement for new businesses Investment growth Better conditions for private business</p>	<p><u>Target Groups:</u></p> <p>Local Administration Entrepreneurs Investors</p>
<p><u>Participants:</u></p> <p>Local Government Community Private business</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Constant employment Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Commitment of government insitutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of the project</p>
<p><u>Calculated expenses:</u></p> <p>1000 euro</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning :</u></p> <p>2006</p>

<p align="center"><u>Project: No.34</u></p> <p align="center"><u>Three years free of charge use of land for SMEs that hire more than 20 employees</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Encouragement of business extension and new enterprises</u> <u>Creation of new job places</u> <u>Favorable environment for entrepreneurship</u></p>
<p><u>Project description:</u></p> <p>Local Government will implement a project to release manufacturing businesses that hire more than twenty employees from municipal rents for three years. Implementation of this project will have a beneficial effect on new job development, increasing standards of living, growth in the number of businesses and reducing poverty.</p>	
<p><u>Expected results:</u></p> <p>Encouragement for new businesses Investment growth Better conditions for private business</p>	<p><u>Target Groups:</u></p> <p>Local Administration Entrepreneurs Investors</p>
<p><u>Participants:</u></p> <p>Local Government Community Private business</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Constant employments Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Commitment of government institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of the project</p>
<p><u>Calculated expenses:</u></p> <p>1,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2007</p>

<p align="center"><u>Project: No. 35</u></p> <p align="center"><u>Initiative for students scholarships</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in human resources</u> <u>Reduction of poverty</u></p>
<p><u>Projects description</u></p> <p>A free market economy has a need for people from different professions and different fields, so encouraging people to study in different professions that are deficient has a particular importance for the economy and society in general. Firstly, this project plans to undertake a survey, from which the community's needs would be identified. The Project will be implemented in cooperation with academic institutions</p>	
<p><u>Expected results:</u></p> <p>Supporting and advancing people with special abilities Improvement of business environment</p>	<p><u>Target Groups:</u></p> <p>Community Business community</p>
<p><u>Participants:</u></p> <p>Business and economic associations Local Government Educational Institutions International Organizations</p>	<p><u>Potential contribution to the project:</u></p> <p>Financial assistance Direct financial support Special information for necessary profiles Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Existence of deficient professions Capable persons who have no other possibilities for education</p>	<p><u>Risk factors:</u></p> <p>Low profiles for businesses in the region Due to the difficult economic situation, highly educated persons are leaving the country</p>
<p><u>Calculated expenses:</u></p> <p>For a period of 2 years..... 90,000 €.</p>	
<p><u>Time for implementation:</u></p> <p>2 years</p>	<p><u>Endings:</u></p> <p>Results are expected during 2007.</p>

<p align="center"><u>Project: No. 36</u></p> <p align="center"><u>Establish the required educational profiles based on the demands of the market.</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in human resources</u> <u>Investment in the field of education</u></p>
<p><u>Projects description</u></p> <p>A group of experts from the Department for Economy and Development and the Educational Office will evaluate the needs of employers based on the economic standards of developed countries, and schools would open profiles that would fulfill these needs. The future implementation of this objective will take place in the Professional High School "Adem Gllavinca". The local government will create a good partnership through cooperation with employers and the high schools of Lipjan</p>	
<p><u>Expected results:</u></p> <p>Creation of employment Modern education</p>	<p><u>Target Groups:</u></p> <p>Local Administration Entrepreneurs Community</p>
<p><u>Participants:</u></p> <p>Local Government Community Private business</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Constant employment Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Commitment of government institutions</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project</p>
<p><u>Calculated expenses:</u></p> <p>2,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2006</p>

<u>Project. No. 37</u>	<u>Type of project:</u>
<u>Organizing a fair for local producers</u>	<u>Investments in soft infrastructure</u>
<u>Project description:</u>	
The reduction of farmers' interest in cultivation and agriculture has led to the need for encouragement of farmers and the cultivation of wheat crops. The aim of the project is the encouragement of farmers and an increase in the efficiency of agriculture. Producers that will be included in this project are those with a record of efficiency in specific fields of agriculture.	
<u>Expected results:</u>	<u>Target Groups:</u>
Encouragement of farmers Growth of agricultural efficiency Growth of market competitiveness Acquiring new knowledge	Farmers
<u>Participants:</u>	<u>Potential contribution to the project:</u>
Local Government Farmers International organizations	Project leader Technical and financial support Potential co-financiers
<u>Preconditions:</u>	<u>Risk factors:</u>
Agricultural area A potential labor-force	Lack of funds for implementation of project Donors' interest
<u>Calculated expenses:</u>	
15,000 euro	
<u>Time for implementation:</u>	<u>Affecting time:</u>
3 months	After harvesting period

<p align="center"><u>Project: No 38</u></p> <p align="center"><u>Building a training facility in the “Ulpiana” High School</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investment in hard infrastructure</u></p>
<p><u>Project description:</u></p> <p>Implementation of this project will be undertaken by the Department of Education in cooperation with the Ministry of Education, Science and Technology. The “Ulpiana” High School is separated into two schools; the “Adem Gllavica” Professional School and the “Ulpiana” Gymnasium, which is without a communal training facility. The absence of this hall is causing difficulties for teachers. Implementation of this project will open the way for successful effective work in carrying out teaching plans by teachers and would also help to avoid the uncooperative attitudes of students that can appear because of a lack of infrastructure in the school.</p>	
<p><u>Expected results:</u></p> <p>Extension of school space Better working conditions Increase in the quality of work Creation of order and quietness</p>	<p><u>Target Groups:</u></p> <ul style="list-style-type: none"> - High school - Education Department - Community
<p><u>Participants:</u></p> <p>High School Local government Donors High School Students</p>	<p><u>Potential contribution to the project:</u></p> <ul style="list-style-type: none"> - Provision of land - Project leader - Financial support
<p><u>Preconditions:</u></p> <p>Project has priority Willingness of local government to support this project</p>	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> - Lack of funds for project implementation - Donor’s interest
<p><u>Calculated expenses:</u></p> <p>100,000 euro</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2005-2006</p>

<p align="center"><u>Project: No. 39</u></p> <p align="center"><u>Building a four-class primary school in Leletiq</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investments in hard infrastructure</u></p>
<p><u>Project description:</u></p> <p>By building this four class school building, children from this village will be able to receive primary education, because their existing school is five kilometers away, and the terrain is hilly. With implementation of this project, children from this locality will be able to attend school and their success will improve.</p>	
<p><u>Expected results:</u></p> <p>Growth in the quality of learning Improvement of learning success Extension of school space for students</p>	<p><u>Target Groups:</u></p> <p>Students Local government Community</p>
<p><u>Participants:</u></p> <p>Local Government Community Private business</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Technical and financial support Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Promise of Governing institution</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project</p>
<p><u>Calculated expenses:</u></p> <p>75,000 €</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2005</p>

<p align="center"><u>Project: No. 40</u></p> <p align="center"><u>Building a four-class primary school in Teqe</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investments in hard infrastructure</u></p>
<p><u>Project description:</u></p> <p>By building this four class school building, children from this village will have possibility to receive primary education, because their existing school is five kilometers away in the village of Magurë, and the terrain is hilly. With implementation of this project, children from this locality will be able to attend school and their success will improve.</p>	
<p><u>Expected results:</u></p> <p>Growth in the quality of learning Improvement of learning success Extension of school space for students</p>	<p><u>Target Groups:</u></p> <p>Students Local government Community</p>
<p><u>Participants:</u></p> <p>Local Government Community Donors</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Technical and financial support Technical assistance</p>
<p><u>Preconditions:</u></p> <p>Project leader is available Promise of Governing institution</p>	<p><u>Risk factors:</u></p> <p>Lack of funds for implementation of project</p>
<p><u>Calculated expenses:</u></p> <p>75.000 €</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>2005</p>

<u>Project. No. 41</u> <u>Building a Medical Ambulance in Babush</u>	<u>Type of project:</u> <u>Sanitary Infrastructure</u>						
<u>Project description:</u> Village Babush has 1000 inhabitants. Medical services to the citizens are provided by the ambulance, which even approximately does not satisfy the needed criteria. It functions in the difficult hygienic and technical conditions and in the insufficient space. The medical services in this ambulance are utilized by the inhabitants of villages around: Gadimja e Ulët, Gllavica, Marevci, Cërnilla – about 4000 inhabitants.							
<u>Expected results:</u> <ul style="list-style-type: none"> - Provision of good image in the eyes of community - The increase of medical services efficacy - Prevention of diseases 	<u>Target Groups:</u> <ul style="list-style-type: none"> - Babush village community - Communities in villages around 						
<u>Participants:</u> Local Government Community Donors	<u>Potential contribution to the project:</u> Project leader Technical and financial support						
<u>Preconditions:</u> Existence of the project Support from Municipal Assembly Support from community Infrastructure	<u>Risk factors:</u> Lack of donors Low participation by community Low municipal budget						
<u>Calculated expenses:</u> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Projected expenses.....</td> <td style="text-align: right;">65.000 €</td> </tr> <tr> <td>Variable expenses</td> <td style="text-align: right;">5.000 €</td> </tr> <tr> <td>Total.....</td> <td style="text-align: right;">70.000 €</td> </tr> </table>		Projected expenses.....	65.000 €	Variable expenses	5.000 €	Total.....	70.000 €
Projected expenses.....	65.000 €						
Variable expenses	5.000 €						
Total.....	70.000 €						
<u>Time for implementation:</u> Start:: beginning of 2005 Completion: end of 2005	<u>Beginning:</u> Effects on the beggining of 2006.						

<p align="center"><u>Project: No 42</u></p> <p align="center"><u>Building a centre for handicapped Persons</u></p>	<p align="center"><u>Type of project:</u></p> <p align="center"><u>Investments on society</u></p>
<p><u>Project description:</u></p> <p>The humanitarian organisation “Handicos” has undertaken many projects. Physical and psychosocial therapy for children was and will remain the most important. There are 142 children under 14 years old who need help. However, funds are running out. By implementing this project, better conditions should be created for 142 families with handicapped children who are isolated in their homes. “Handicos” treats 539 persons, and including blind and deaf persons, the number reaches 785. However, this number is increasing day by day, so the total number of persons with limited abilities is around 2,000</p>	
<p><u>Expected results:</u></p> <p>Improvement of health situation of children and other people with limited abilities</p>	<p><u>Target Groups:</u></p> <p>Handicapped persons</p>
<p><u>Participants:</u></p> <p>Local Government NGOs</p>	<p><u>Potential contribution to the project:</u></p> <p>Project leader Project financier</p>
<p><u>Preconditions:</u></p> <p>There are children with incurable illnesses</p>	<p><u>Risk factors:</u></p> <p>Low budgeted Failure in finding donors</p>
<p><u>Calculated expenses:</u></p> <p>€ 90,000.00</p>	
<p><u>Time for implementation:</u></p> <p>1 year</p>	<p><u>Beginning:</u></p> <p>Project will start and end in 2007.</p>

Annex 1. Municipal Working Groups

1. The Group for Planning and Public Services

Directorate for Public Services - (Head of Group)
Directorate for Planning and Urbanism
Director of the municipal enterprise "Vllazërimi"
Community Representative for Planning and Urbanism
Representative of the Ministry of Planning
Representative of the Directorate for Cadastre and Geodesy
Public Lawyer
Representative of Statistical Agency

2. The Group for Agriculture and Forestry

Directorate for Agriculture and Forestry - (Head of Group)
Agriculture Section Chief
Agriculture Section Representative
Director of the Agriculture Cooperative "Kosova"
Forestry Section Representative
Director of "Shpeztaria" (Poultry)
Representative of SHM "Adem Gllavica"
Representative of the Agriculture Business Community

3. The Group for Economy and Business

Chief of Economy Section – (Head of Group)
Kosovo Chamber of Commerce
Ministry of Trade and Industry
Employment Agency
Ministry of Economy and Finance
Kasabanka (KSB)
Banka Private e Biznesit (BPB) (Private Business Bank)

Banka Kreditore e Prishtinës (BKP) – Credit Bank of Prishtina
 Directorate of Inspection
 Directorate for Civil Security and Emergency Issues

4. The Group for Education, Health, Youth, Culture and Sport

Directorate for Youth, Culture and Sport – (Head of Group)
 Directorate of Education
 Directorate for Health and Social Welfare
 Representative from the Institute for Protection of Cultural
 Monuments
 Centre for Social Welfare
 Office for Gender Affairs

Annex 2. Stakeholders

1. Tapan Mandal, Deputy UNMIK Representative;
2. Muhamet Rudari, Municipal Inspections Director;
3. Sefer Tasholli, Municipal Director for Public Services;
4. Ejup Bytyqi, Representative from the Ministry of Culture;
5. Fehmi Ibrahim, Director of Office for Labour and Social Welfare;
6. Salih Bytyqi, representative from the Ministry for Economy and Finance;
7. Selatin Retkoceri, representative from the Ministry of Trade and Industry;
8. Haqif Rrustemi, representative from the Municipal Directorate for Civil Protection and Emergency;
9. Ismet Gashi, representative from the Employment Office;
10. Feti Krasniqi, Director of the “Adem Gllavica” Secondary School;
11. Ismet Gashi, representative of the Employment Office;
12. Afrim Sadiku, Head of Sector for Agriculture;
13. Ibrahim Zogaj, Representative from the HENDIKOS Association;
14. Asier Santillan Luzuriaga, OSCE representative;
15. Gani Krasniqi, Kosova Protection Corps Representative;
16. Hajrush Stublla, Representative from the “Adem Gllavica” High School;
17. Musa Bahtiri, Representative from the “Ulpiana” High School;
18. Rexhep Jusufi, “Bota Sot” newspaper journalist;
19. Ismail Rexhepi, “Zeri” newspaper journalist;
20. Arjeta Gashi, “Epoka e Re” newspaper journalist;

21. Gjyste Dabaj, Office for Gender Issues;
22. Fatime Mustafa, Public Attorney;
23. Hasan Luma, Municipal Director for Culture, Youth, and Sport;
24. Xhevat Zeqiri (Citizen);
25. Business persons:

Hazbi Sahiti (Përparimi);
Agron Sefedini (Emonec Kafe);
Sefedin Kozhani (Loni);
Isuf Mustafa (Credit Bank of Prishtina);
Murat Gerbeshi (Bukëpjekës);
Mehmet Budakova (Kosova);
Avdurrahmon Konjufca (Adi);
Ismail Jahiri (Beka);
Fahri Retkoceri (Standard Benz);
Agron Hajdini (Private Business Bank);
Ismail Rudari (Kasabank);
Avdurrahmon Konjufca (Shpeztaria), and
Kadri Retkoceri (Vllazrimi).

In the drafting of this strategy, interested parties of all fields of both economic sectors (private and social), as well as cultural, educational, health, administrative, religious, NGOs, UNMIK, KFOR, OSCE institutions, authoritative persons of the professional and political sphere, representatives of the media etc, were also included. A three-member Committee was appointed by the stakeholders. These meetings were attended by the media – daily press.



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Open Society Institute

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Besa Gashi - Trainer / Facilitator

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Fergus Murphy - Independent LED specialist from the USA

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