

# BASELINE ASSESSMENT REPORT ANNEX

## INCLUSIVE DEVELOPMENT PROGRAMME

Implemented by:

 **HABITAT**  
FOR A BETTER URBAN FUTURE

**PAX**

  
Community Building Mitrovica

Financed by:

**SWEDISH DEVELOPMENT  
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## Annex 1.1: Rapid SWOT Analysis

### MUNICIPALITY OF ZVECAN

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Spatial/ Sectoral/ Multi-Sectoral Strategic/ Operational Products and Processes

<b>Strengths:</b>	<b>Weaknesses:</b>
Selected statutory strategic/ operational spatial/ sectoral planning documents i.e., General Urban Plan (GUP); Detailed Urban Plan (DUP) and Detailed Regulatory Plans's (DRP's); used in support of guiding and managing municipal development, private and public interventions, in the following domains: <ul style="list-style-type: none"> <li>- technical and transportation infrastructure;</li> <li>- residential, social and commercial facilities.</li> </ul>	Statutory strategic/ operational spatial planning documents (expired/ revoked); formulated based on legislative framework of Yugoslavia/ Serbia and Montenegro/ Serbia; and by third parties (specialized public enterprises).
Effective (non) statutory operational sectoral planning documents i.e., LEAP and LED, formulated based on legislative framework of Kosovo, by third parties (non-governmental and international specialized agencies) and with support of central government administration (Kosovo) and the international community	Documents drafted in response to local government readiness to initiate such processes however with correlated lack of ownership and leadership. Ambiguous formulation processes, development agendas and priorities driven by diverse interests
--	No strategic/ operational environmental assessments available- ad-hoc managed environment.
Certain planning, development and management processes conducted with inclusive participatory processes.	No data and information on development and management processes conducted with inclusive participatory processes.
Some non-governmental organizations are ready to be involved in participatory planning and decision-making.	No planning, development and management processes conducted with gender sensitive approaches.
<b>Opportunities:</b>	<b>Threats</b>
New Law on Spatial Planning (LSP) comes with a set of decentralised planning instruments to be devised under the leadership of the municipality, (and related support programme by UN-Habitat).	Incompliance of local government administration spatial/ sectoral strategic planning documents with Spatial Plan of Kosovo.
--	Spatial/ sectoral planning, development and management decisions taken based on outdated data and information or on ad-hoc basis.
Effective statutory strategic/ operational sectoral planning documents formulated by central government administration.	Lack of accessibility (locating and language) of statutory strategic/ operational sectoral planning documents.
Certain activities within the framework of formulating planning documents or managing respective processes (including local community and public engagement) may be supported on the request of the head department of planning, through the mayor.	Lack of municipal commitment and of funds/ budget requested/ allocated for the following activities: <ul style="list-style-type: none"> <li>- formulation of planning documents or managing respective processes;</li> <li>- design and implementation of capital projects (case-by-case review and funds/ budget allocation by the central government administration).</li> </ul>

## Data and Information- Securing, Storing, Collecting, Sharing, Updating

Strengths	Weaknesses
Selected effective sectoral data and information systems.	Lack of consolidated data and information system;
Availability of (comparative) data and information in the scope of expired/ revoked statutory/ non-statutory strategic and operational spatial/ sectoral/ multi-sectoral planning documents;	--
Availability of digital sectoral data and information systems in Microsoft Word/ Excel formats i.e. demography; social facilities and services; technical and transportation infrastructure; environment, and land-use;	Unknown quantity and quality of sectoral data and information available; Lack of gender disaggregated data and information.
Effective archiving system and complete register of development conditions and construction permits issued since 1970's;	Lack of data and information management protocols-securing, storing, collecting, sharing, updating.
--	Lack of data and information on population and housing (Serbian majority municipalities have boycotted 2011 Kosovo population and housing census).
Opportunities	Threats
Central support for constituting/ accessing relevant geo-database and SPAK for evidence and decision-making.	--
--	Land and property cadastre system managed by the central government administration- Serbia; in hardcopy format; updates banned.
--	Ad-hoc decisions on public investments and capital projects.

## Legislative Frameworks- Laws, By-Laws, Regulations and Rule-books

Strengths:	Weaknesses:
Advanced information and knowledge on the revoked/ applicable legislative frameworks for planning, development and management- Yugoslavia/ Serbia and Montenegro/ Serbia.	Limited information and knowledge on the applicable legislative frameworks for spatial/ sectoral planning, development and management- Kosovo; No practical application.
	Difficulties in locating applicable legislative frameworks for planning, development and management in central government administration web-systems; as well as understanding it due to conflicting provisions and substantial errors in Serbian language.
Opportunities:	Threat:
Kosovo legal framework, and implementation guideline tools (MuSPP Toolbox) available in Serbian language.	Current application of the provisions of the legislative framework of Serbia i.e., planning, treatment of constructions without permit, etc.

## Human Resources- Formulation of Documents; Management of Processes

<b>Strengths:</b>	<b>Weaknesses:</b>
<p>The embryonic 'department' of urbanism/ spatial planning established according to administrative system of Kosovo includes:</p> <ul style="list-style-type: none"> <li>- A number of officers with diploma in architecture, with 5- 21 years of working experience in local government administration;</li> <li>- A number of officers with secondary school leaving certificate in civil engineering, with 5- 21 years of working experience in local government administration;</li> <li>- A number of officers having attended professional training and capacity building/ strengthening activities, including 'MuSPP Toolbox' training modules (MDP, SEA, etc.)</li> </ul>	<p>Unknown number of officers employed in the local government administration;            Denied access to data and information on the number of officers employed, based on the administrative systems.            A number of officers are also employed by the administrative system of Serbia.</p>
<p>Recognition of the needs for legal and technical training and capacity building/ strengthening vis-a-vis formulating documents and managing processes, and interest in continuous learning.</p>	<p>Limited experience in the following activities:</p> <ul style="list-style-type: none"> <li>- formulating work-plans for planning, development and management processes;</li> <li>- formulating strategic/ operational spatial/ sectoral planning documents, including environmental assessment documents, or managing respective processes</li> <li>- conducting qualitative/ quantitative data and information;</li> <li>- leading and supporting inclusive participatory processes and community outreach</li> </ul> <p>No experience in conducting digital data geo-referencing, and in gender mainstreaming approaches.</p>
<p>Some experience in issuing development conditions, development permits and respective implementation supervision.</p>	<p>No experience in issuing environmental conditions, environmental permits and respective implementation supervision.</p>
<b>Opportunities</b>	<b>Threats</b>
<p>Local government administration reorganization and systematization process about to take place;</p>	<p>'Unlimited' time-frame for the organization and consolidation of local government administration;            High politicization of the parallel integration process;</p>
<p>A number of officers employed by both administrative systems- Kosovo and Serbia, from the integration perspective;</p>	<p>Application of dual administrative systems in local government administration.</p>
<p>Awareness on the importance on inclusive participation, and mainstreaming gender requirements in planning, development and management processes and documents.</p>	<p>--</p>
<p>Established MPT with resource staff from both administrative systems to accelerate formulation process and to promote integration.</p>	



## Cooperation and Coordination

Strengths:	Weaknesses:
Familiarity with Inter-Municipal Cooperation (IMC); Institutional coordination/ cooperation with three northern Serbian majority municipalities in the area of water-supply infrastructure, waste-management, and formulation of environmental planning documents;	Unclear communication, coordination and cooperation lines between the central level- ministries and specialized agencies, and northern Serbian majority municipalities in the area of design and implementation of capital projects and service delivery.
Joint investments/ service delivery with three northern Serbian majority municipalities in the area healthcare and education;	
Interested/ committed in teaming-up with following authorities, in the following areas: - with local government administrations in the ‘region’, in particularly with three northern Serbian majority municipalities, in design and implementation of capital projects and service delivery; - with majority Serbian local government administrations in Kosovo, in service delivery; - with neighbouring local government administrations in Kosovo, in design and implementation of capital projects; - with neighbouring local government administrations in Serbia, in design and implementation of capital projects and service delivery.	
<b>Opportunities:</b>	
Commencement of institutional coordination/ cooperation with central and regional service/ utility providers (Kosovo);	Continuity of institutional coordination/ cooperation with central and regional service/ utility providers (Serbia) outside the administrative system of Kosovo.
Commencement of policy dialogue with authority/ies at the central level- ministries and specialized agencies (Kosovo);	Continuity of institutional coordination/ cooperation with authority/ies at the central level- ministries and specialized agencies (Serbia); outside the administrative system of Kosovo;
--	Coordination/ cooperation dependent on the Association of Serbian majority Municipalities;
--	Highly politicised local community and non-governmental organizations;
--	Lack of local community trust in local government administration, in local non-government organizations; in central government administration (Kosovo/ Serbia).

## **Annex 1.2: Municipal Self-Assessment- Survey findings**

### **MUNICIPALITY OF ZVECAN**

#### **Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.

## A. DOCUMENTS

### 1. Are there any strategic spatial planning documents drafted?

#### Reference:

Municipal Development Plan (MDP), Urban Development Plan (UDP);  
Municipal Spatial Plan (MSP), General Urban Plan (GUP).

- Yes
- No

#### If YES,

Please present the title, the period of validity and the drafting authority/ entity:

#### Note/s:

All strategic spatial planning documents were drafted based on the spatial planning legislative framework of Yugoslavia, Serbia and Montenegro.

All strategic spatial planning documents have expired or are considered invalid due to entering into force of new spatial planning legislative framework of Serbia.

Register of strategic spatial planning documents drafted:

- General Urban Plan (GUP), Zvečan, 1996 (expired/ revoked);
- Institute for urban planning, Novi Sad, Vojvodina, Serbia.

#### See attached:

[Register of planning documents.](#)

#### If YES,

Please present the role and responsibilities of the municipality, if drafting outsourced:

GUP:

- Manage the administrative procedures;
- Formulate decisions for formulating and implementing strategic spatial planning documents;
- Formulate decisions for establishing municipal planning teams for strategic spatial planning documents.
- Formulate programmes for strategic spatial planning documents;
- Formulate terms of reference for consultancy;
- Manage strategic spatial planning programmes;
- Provide data and information available;
- Organize and provide support in data and information collection activities;
- Organize and manage sectoral events;
- Review strategic spatial planning documents and provided feedback.
- Organize and manage public review/ hearing/ debate on draft-strategic spatial planning documents.
- Review public review/ hearing/ debate reports and provide feedback.

#### If YES,

Please present the plan implementation degree, and monitoring extent, if defined:

GUP:

- No evaluation activities were conducted.
- No data/ information are available on the implementation degree for strategic spatial planning documents;
- No data/ information are available on the monitoring extent of implementation process for strategic spatial planning documents;
- No data/ information are available on the implementation of impact assessment for strategic spatial planning documents;
- No designated mechanisms are available for measuring the implementation degree, and monitoring extent for strategic spatial planning documents.

#### If YES,

Please present the plan evaluation outcome, if available:

n/a.

#### If NO,

Please elaborate on how you do manage spatial development:

Refer to section on operational spatial planning documents for details.

## 2. Are there any operational spatial planning documents drafted?

### Reference:

Urban Regulation Plan (URP);  
Detail Urban Plan (DUP).

Yes

No

### If YES,

Please present the title, the period of validity and the drafting authority/ entity:

### Note/s:

All operational spatial planning documents were drafted based on the spatial planning legislative framework of Yugoslavia, Serbia and Montenegro.

All operational spatial planning documents have expired or are considered invalid due to entering into force of new spatial planning legislative framework of Serbia.

Register of operational spatial planning documents drafted:

- Detailed Urban Plan (DUP) for 'centre' of Zvečan, 1997 (expired/ revoked);
- Institute for urban planning, Novi Sad, Vojvodina, Serbia.
- Detailed Regulation Plan (DRP) for 'Banjska neighbourhood', 2007 (expired/ revoked);
- Faculty of Architecture, University of Belgrade, Belgrade, Serbia.

### See attached:

[Register of planning documents.](#)

### If YES,

Please present the role and responsibilities of the municipality, if drafting outsourced:

DUP and DRP:

- Manage the administrative procedures;
- Formulate decisions for formulating and implementing operational spatial planning documents;
- Formulate decisions for establishing municipal planning teams for operational spatial planning documents;
- Formulate programmes for operational spatial planning documents;
- Formulate terms of reference for consultancy;
- Manage operational spatial planning programmes;
- Provide data and information available;
- Organize and provide support in data and information collection activities;
- Organize and manage sectoral events;
- Review operational spatial planning documents and provided feedback.
- Organize and manage public review/ hearing/ debate on draft-operational spatial planning documents.
- Review public review/ hearing/ debate reports and provide feedback.

### If YES,

Please present the plan implementation degree, and monitoring extent, if defined:

DUP and DRP:

- No evaluation activities were conducted.
- No data/ information are available on the implementation degree for operational spatial planning documents;
- No data/ information are available on the monitoring extent of implementation process for operational spatial planning documents;
- No data/ information are available on the implementation of impact assessment for operational spatial planning documents;
- No designated mechanisms are available for measuring the implementation degree, and monitoring extent for operational spatial planning documents.

### If YES,

Please present the plan evaluation outcome, if available:

n/a.



**If NO,**

Please elaborate on how you do manage spatial management- development conditions and construction permits:

Private and public development is guided and supported by the government at the local level- housing and small commercial facilities; technical and transportation infrastructure and social facilities:

- Low pressure for spatial development, and thus low demand for development conditions and construction permits.
- Such demands for spatial development are guided by the operational spatial planning documents (expired/ extended by the municipal assembly for an undisclosed period of time, respectively until the new ones are formulated).

Implementation supervision is conducted by the administration at the local level.

Public development is guided and supported by the government at the central level and the international community- environmental conservation and restoration, technical and transportation infrastructure and social facilities:

- Intermediate pressure for spatial development and thus growing demand for development conditions and of construction permits.
- Such demands for spatial development are not based on the (expired) operational spatial planning documents.
- Development conditions for formulation of such projects, as well as construction permits for implementation of such projects are provided by the spatial planning authorities at the central level on ad-hoc basis.
- Implementation supervision is conducted by the government at the central level with support of the government at the local level.

**3. Are there any strategic sectoral planning documents drafted?**

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

- Yes
- No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

Register of strategic sectoral/ multi-sectoral planning documents drafted:

- Local Economic Development Strategy 2014- 2016, 2014 (expired/ revoked); Municipality of Zvečan, United Nations Development Programme (UNDP)/ Conflict Prevention, Community Stabilization and Support to Local Economic Development; International Development Association (IDA)- Local NGO; The Mission of People of Good Will (MPGW)- Local NGO.
- Development Plan 2006- 2009, 2005 (expired/ revoked); Municipality of Zvečan, United Nations Office for Project Services (UNOPS).

**See attached:**

Register of planning documents.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a

**If YES,**

Please present the plan evaluation outcome, if available:

n/a

**If NO,**

Please elaborate on how you do manage sectoral development:

**Note/s:**

In the former-Yugoslavian system, sectoral planning and development was administered by the socially owned enterprises in accordance with provisions of legislative framework of Serbia i.e., Holding 'Mining, metallurgy and chemical complex- Trepča' AD, Zvečan.

Sectoral development is guided on ad-hoc basis.

**4. Are there any operational sectoral planning documents drafted?**

Reference:

Local Environmental Action Plan (LEAP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

Register of operational sectoral planning documents drafted:

- Local Environmental Action Plan 2015- 2020, 2014;  
Municipality of Zvecan, Regional Environmental Centre, United States Agency for International Development (USAID)/ Advancing Kosovo Together.
- Municipal Energy Efficiency Plan, 2016- 2020, 2015;  
Municipality of Zvecan, United States Agency for International Development (USAID)/ Advancing Kosovo Together.
- Municipal/ Regional Waste Management Plan (under preparation).

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**If NO,**

Please elaborate on how you do manage sectoral management:

**Note/s:**

In the former- Yugoslavian system, sectoral planning and development was administered by the socially owned enterprises in accordance with provisions of legislative framework of Serbia i.e., Holding 'Mining, metallurgy and chemical complex- Trepca' AD, Zvecan.

Sectoral management is managed on ad-hoc basis.

**5. Are there any strategic environmental assessments for spatial planning documents drafted?**

Reference:

Strategic Environmental Assessment (SEA).

Yes

No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:

The Law on Strategic Environmental Assessment (for Plans and Programmes) and Environmental Impact Assessment (for Projects) were introduced in the environmental legislative framework of Serbia, for the first time, in 2004. Until then, the impact of planned development on the environment was not a legal requirement or a professional practice. However in the cases of major public development e.g., industrial production facilities; special environmental reports were drafted by the technology producers and operators, on the impact of such facility in the environment, which at the end were considered by the authorities at the central level, and ultimately environmental conditions and permits were issued i.e., Holding 'Mining, metallurgy and chemical complex- Trepca' AD, Zvecan.

**6. Are there any strategic environmental assessments for sectoral planning documents drafted?**

Yes

No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment-environmental conditions and permits:

Please refer to answer under the question no. 5.

**Note/s:**

The importance of planning documents:

- spatial and sectoral planning is a responsibility/ competence of local administration;
- spatial and sectoral planning documents ensure organized and coordinated development and management;
- spatial and sectoral planning ensure improved quality of life quality and public services.

Challenges vis-a-vis drafting spatial/ sectoral planning documents and managing processes:

- fragile political and security situation;
- dual administrative system;
- cases of conflict of interest among certain administrative officers (representation in multiple capacity- local administration, international organization, non-governmental organization);
- ongoing administration reorganization and systematization process;
- highly politicised community and non-governmental organizations;
- relatively new and inexperienced human capacities- not informed on the past spatial/ sectoral planning systems or contents of past spatial/ sectoral planning documents;
- insufficient technical capacities and financial capacities;
- lack of participation in Population and Housing Census (2011)- lack of population and housing data and information;
- lack of access to sectoral data and information systems.

Challenges vis-a-vis managing constructions without permit:

- requests for treatment of constructions without permit were administered in accordance with provisions of legislative framework of Serbia;
- no requests were received in accordance with provisions of legislative framework of Kosovo.

Challenges vis-a-vis managing land and property:

- land and property issues- private and public i.e., Holding 'Mining, metallurgy and chemical complex- Trepca' AD, Zvecan: land tenure over 70% of municipal territory;
- land tenure incompliance between the Kosovo/ Serbia registers;
- land tenure transformation data and information were not updated/ recorded in cadastre;
- land expropriation complex procedures.



**Note/s:**

Non-statutory sectoral/ multi-sectoral planning documents- cooperation with non-governmental organizations:

Formulation of non-statutory short-term sectoral/ multi-sectoral planning documents was initiated and supported by the Government of Kosovo and international organizations operating in Kosovo, in the absence of statutory planning documents and local's administration readiness to initiate such processes

The process was initiated through an open call for grants to non-governmental organizations operating in the northern municipalities, as the only alternative for guiding development.

The beneficiaries of these grants were commonly were non-governmental organizations/ municipal officials, which at the same time were contracted by certain international organizations to provide technical assistance and advisory services to politically elected leaders. This, on one hand due close political affiliation with elected leaders, and the need for formalization of the document by the local assembly at the end of process; and on the other due to their relationship with certain local administration officers and facilitated access to data and information.

The action plans deriving from the non-statutory sectoral/ multi-sectoral planning documents do not necessarily represent development agendas and priorities for the local administration. Rather, they represent development interests of non-governmental organizations and political agendas of selected municipal elected leaders.

These processes were often associated with lack of transparency. In most of the cases, the local administration was not informed or engaged in such processes. However, it still supported them, by providing the respective non-governmental organizations with human and technical capacities available, throughout the activity cycle. Such an approach by the non-governmental organizations, has contributed to poor relationship with local administration.

At the end of the process, most of these documents, were adopted by the municipal assembly, and lay foundations for sectoral investments, led by both, the local administration and the non-governmental organizations.

## B. PARTICIPATION AND GENDER

### 7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes
- No

#### If YES,

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

The public presentations, public debates and review periods for strategic/ operational spatial planning processes were conducted in the course of respective formulation, in between 90's and late 2000's, accordance with spatial planning legislative framework of Yugoslavia/ Serbia and Montenegro.

Mainstreaming gender requirements in spatial, sectoral/ multi-sectoral planning documents was not considered.

#### If YES,

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

There are no data/ information/ reports available.

#### See attached:

[Register of stakeholders.](#)

#### If YES,

Please specify the overall number of participants in the process if available:

There are no data/ information/ reports available.

#### If YES,

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

There are no data/ information/ reports available.

#### If NO,

Please elaborate:

n/a.

### 8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes
- No

#### If YES,

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

#### If YES,

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

#### See attached:

[Register of stakeholders.](#)

#### If YES,

Please specify the overall number of participants in the process if available:

n/a.

#### If YES,

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

#### If NO,

Please elaborate:

No strategic/ operational sectoral planning processes were conducted with inclusive and gender sensitive participatory approaches/ public engagement.

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

- Yes  
 No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

**If YES,**

Please specify the overall number of participants in the process if available:

n/a.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

No strategic environmental assessment processes for strategic spatial or sectoral planning documents were conducted.

**Note/s:**

Challenges vis-a-vis engaging local communities and broad public in spatial and sectoral planning processes:

- Lack of trust vis-a-vis the local/ central administrations functioning under administrative systems of Kosovo/ Serbia;
- Lack of trust vis-a-vis the local non-governmental organizations, including political parties, and international organizations, due to eventual unclear agendas.

Benefits vis-a-vis engaging local communities and broad public, including non-governmental organizations in future spatial and sectoral planning processes:

- different viewpoints;
- awareness on different needs and requirements;
- sense of ownership over the processes and products;
- leverage for effective implementation.

### C. HUMAN CAPACITIES- TO DRAFT

#### 10. What is the capacity to draft strategic spatial planning documents available at the municipal level?

Reference:

Municipal Development Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

Total: Six officers.

(Among six officers, 3 are employed by both administrative systems).

Administrative systems of Kosovo (K):

- 2 male- 1 female.

Administrative system of Serbia (S):

- 3 male- 3 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ K: 3; years of working experience);
- Civil engineering: 2 male- 0 female (w/ K: 3, 3; years of working experience).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ 5, 15, 21; years of working experience);
- Civil engineering: 3 male- 0 female (w/ 5, 21, 21; years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ secondary school leaving certificate).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ university diploma);
- Civil engineering: 3 male- 0 female (w/ secondary school leaving certificate).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.*

*Up-to-date no capacities were engaged in processes of formulating strategic spatial planning documents.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Six officers.

Training and capacity strengthening in the following areas:

- Sectoral planning institutional frameworks- institutional roles and responsibilities;
- Sectoral and integrated planning legislative frameworks- administrative processes and procedures;
- Sectoral and integrated planning strategic frameworks- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local strategic spatial planning documents with local sectoral strategic spatial planning documents;
- Linking local strategic spatial planning documents with subsidiary strategic spatial and sectoral planning documents;
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner w/ working experience in formulating sectoral and integrated strategic planning documents and issuing planning extracts;

GIS officer w/ working experience in developing, managing and maintaining sectoral and integrated planning database.

**Note/s:**

The current staff employed in the department is insufficient in terms of quality; four positions are vacant at the moment.

The composition of the department needs to be adjusted in terms of staff capacity and tasks allocated.

**11. What is the capacity to draft operational spatial planning documents available at the municipal level?**

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

Total: Six officers.

(Among six officers, 3 are employed by both administrative systems).

Administrative systems of Kosovo (K):

- 2 male- 1 female.

Administrative system of Serbia (S):

- 3 male- 3 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ K: 3; years of working experience);
- Civil engineering: 2 male- 0 female (w/ K: 3, 3; years of working experience).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ 5, 15, 21; years of working experience);
- Civil engineering: 3 male- 0 female (w/ 5, 21, 21; years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ secondary school leaving certificate).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ university diploma);
- Civil engineering: 3 male- 0 female (w/ secondary school leaving certificate).

**Note/s:**

The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.

Up-to-date no capacities were engaged in processes of formulating operational spatial planning documents.

The below presented capacity refers to the same capacity presented in under question 10.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Six officers.

Training and capacity strengthening in the following areas:

- Sectoral planning (including construction) institutional frameworks- institutional roles and responsibilities;
- Sectoral and integrated planning (including construction) legislative frameworks- administrative processes and procedures;
- Sectoral and integrated planning (including construction) operational frameworks- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local operational spatial planning documents with local strategic spatial planning documents;
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner// Architect w/ working experience in formulating sectoral and integrated operational planning documents, issuing development conditions and construction permits.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

**Reference:**

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

Total: One officer.

Administrative system of Kosovo:

- No capacity available.

Administrative system of Serbia:

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo:

- No capacity available.

Administrative system of Serbia:

- Architecture: 0 male- 1 female (w/ 10 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo:

- No capacity available.

Administrative system of Serbia:

- Architecture: 0 male- 1 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.*

*Up-to-date no capacities were engaged in formulating strategic environmental assessments.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: One officer.

Training and capacity building in the following areas:

- Environmental planning/ management institutional framework- institutional roles and responsibilities;
- Environmental planning/ management legislative framework- administrative processes and procedures;
- Environmental planning/ management strategic framework- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local SEA's for spatial and sectoral planning documents with subsidiary SEA's for spatial and sectoral planning documents;
- Linking EIA's for spatial and sectoral projects with SEA's for spatial and sectoral planning documents
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Environmental officer w/ working experience in formulating strategic environmental assessment documents for sectoral and integrated plans and programmes, issuing environmental conditions and environmental/integrated permits.

#### D. HUMAN CAPACITIES- TO MANAGE PROCESSES

##### 13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?

###### Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Six officers.

(Among six officers, 3 are employed by both administrative systems).

Administrative systems of Kosovo (K):

- 2 male- 1 female.

Administrative system of Serbia (S):

- 3 male- 3 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ K: 3; years of working experience);
- Civil engineering: 2 male- 0 female (w/ K: 3, 3; years of working experience).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ 5, 15, 21; years of working experience);
- Civil engineering: 3 male- 0 female (w/ 5, 21, 21; years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ secondary school leaving certificate).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ university diploma);
- Civil engineering: 3 male- 0 female (w/ secondary school leaving certificate).

###### **Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*The above presented capacity refers to the same capacity presented in under question 10.*

###### **Are there any capacity gaps?**

###### **If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Six officers.

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic planning and development management processes;
- Coordination and cooperation for managing strategic planning and development management processes;
- Stakeholder planning for managing strategic planning and development management processes;
- Use of GIS software applications for managing strategic planning and development management processes.

###### **If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner w/ working experience in managing integrated and sectoral strategic planning and development management processes.



**14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Six officers.

(Among six officers, 3 are employed by both administrative systems).

Administrative systems of Kosovo (K):

- 2 male- 1 female.

Administrative system of Serbia (S):

- 3 male- 3 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ K: 3; years of working experience);
- Civil engineering: 2 male- 0 female (w/ K: 3, 3; years of working experience).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ 5, 15, 21; years of working experience);
- Civil engineering: 3 male- 0 female (w/ 5, 21, 21; years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative systems of Kosovo (K):

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ secondary school leaving certificate).

Administrative system of Serbia (S):

- Architecture: 0 male- 3 female (w/ university diploma);
- Civil engineering: 3 male- 0 female (w/ secondary school leaving certificate).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*The above presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Six officers:

Training and capacity building activities in the following areas:

- Tools and techniques for managing operational planning and development management processes;
- Coordination and cooperation for managing operational planning and development management processes;
- Stakeholder planning for managing operational planning and development management processes;
- Use of GIS software applications for managing operational planning and development management processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner// Architect w/ working experience in managing integrated and sectoral operational planning and development management processes.

**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Administrative system of Kosovo:

- No capacity available.

Administrative system of Serbia:

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo:

- No capacity available.

Administrative system of Serbia:

- Architecture: 0 male- 1 female (w/ 10 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo:

- No capacity available.

Administrative system of Serbia:

- Architecture: 0 male- 1 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*Up-to-date no human capacities were engaged in managing strategic environmental assessment processes- monitoring.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: One officer.

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic environmental assessment processes;
- Coordination and cooperation for managing strategic environmental assessment processes;
- Stakeholder planning for managing strategic environmental assessment processes;
- Use of GIS software applications for managing strategic environmental assessment processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Environmental officer w/ working experience in managing strategic environmental assessment processes, including monitoring, of sectoral and integrated plans and programmes.

## E. DATA AND INFORMATION

**16. Has the municipality ever conducted qualitative and quantitative data and information research (including sex dissagregated when applicable)?**

- Yes
- No

**If YES,**

Please specify the process/es and the purposes:

The municipality has limited experience in conducting qualitative and quantitative data and information research;

The municipality has provided technical support in the course of strategic/ operational planning processes.

**17. Has the municipality ever conducted digital data geo-referencing?**

- Yes
- No

**If YES,**

Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other: n/a.

**If NO,**

Please elaborate:

The municipality has never conducted digital data geo-referencing due to lack of human, technical and financial capacities.

**18. Has the municipality ever established a consolidated data and information system (including sex dissagregated when applicable)?**

- Yes
- No

**If YES**

Please specify the data and information available:

n/a.

**If YES,**

Please specify the software, e.g. GIS system, Geo-Media system, Other:

n/a.

**If NO,**

Please elaborate:

The municipality has never established a consolidated data and information system due to lack of human, technical and financial capacities.

**Note/s:**

The municipal administration:

The department for urbanism/ urban planning, housing and utility, and property affairs, functioning under the Administrative system of Serbia has a complete archive of development conditions and construction permits issued.

The department for social, general and common affairs, functioning under the Administrative system of Serbia, produces/ collects and updates annually the following data and information:

- Population, social facilities and services i.e., education, healthcare, social protection, youth, culture, sports, etc.

The department for social, general and common affairs, has also direct access to the available data and information produced/ collected and updated by the following institutions, functioning under the Administrative systems of Kosovo and Serbia:

- Centre for Social Work;
- Centre for Employment Services;
- Office for Internally Displaced Persons and Refugees;
- Office for Communities;
- Office for Social Issues.

Planning documents:

The local administration has formulated a number of statutory and non-statutory spatial, sectoral/ multi-sectoral planning documents which include some data and information.

Data and information available:

- Physical geography i.e., geomorphology, hydrology, pedology, climate;
- Natural resources i.e., biotic and a-biotic;
- Demography i.e., population, employment/ unemployment (certain sex disaggregated data);
- Economy i.e., agriculture, industry, trade and commerce, tourism;
- Social facilities and services i.e., education, healthcare, social protection, youth, culture, sports, etc.
- Technical infrastructure and services i.e., water, waste-water, power, telecommunications;
- Transportation Infrastructure and services i.e., roads/ streets, railroads;
- Environmental pollutants i.e., air, noise, land/ soils, water; including solid waste.

Data and information extent:

- Limited/ very basic, in certain cases (outdated) estimates.

Data and information presentation:

- Certain data and information distributed through-out the description;
- Certain data and information presented in matrix format.

Data and information sources:

- No data sources references/ collection periods.

The last Kosovo population and housing census took place in 2011- it was boycotted by the Serbian majority municipalities in Kosovo.

The last Serbia population and housing census took place in 2001 and 2011- it excluded Kosovo.

The last Yugoslavia population and housing census took place in 1991- it covered Kosovo and Serbia.

**19. Is there a continuous data and information system update?**

/■ Yes

/■ No

**If YES,**

Please specify the update frequency:

The municipal departments, excluding the department for social, general and common affairs, update data and information systems randomly/ unsystematically- annually/ bi-annually, as necessary for the certain purpose.

**If NO,**

What are the sources of data and information used by the municipality:

The municipal administration uses data provided by the administrative systems of Kosovo and Serbia.

Administrative system of Kosovo:

- Non-governmental organizations;
- International organizations- representative offices.

Administrative system of Serbia (no direct access to databases):

- Central and regional governments (de-concentrated)- ministries and specialized agencies;
- Central and regional public enterprises/ utility companies.

**20. Is there a department responsible to manage and maintain data and information system?**

Yes

No

**If YES,**

Please specify the department:

n/a.

**If NO,**

Please elaborate:

There is no single municipal department responsible for managing and maintaining data and information systems.

Each municipal department is responsible for developing, managing and maintaining sectoral data and information systems, commonly in Microsoft Word and Excel formats.

## F. LEGISLATIVE FRAMEWORK

### 21. Is the municipality informed on the spatial planning and development management legislative framework?

Reference:

Law on Spatial Planning and related Administrative Instructions (AIs).

Yes

No

**If YES,**

Please specify the level of understanding:

Good- informative basic

Sufficient

**If NO,**

Please elaborate:

The municipal departments are mainly administered based on the administrative system of Serbia, the respective legislative frameworks- including laws, by-laws, regulations and rule-books.

Up-to-date, the municipal administration is not informed formally on the on the Kosovo administrative system, respective legislative frameworks.

Information on the Kosovo administrative system, respective legislative frameworks, were gained from the training activities organized within the frame of 'Rolling-out of the MuSPP toolbox' by UN-Habitat.

Informally, the municipal administration has encountered difficulties in finding legislative frameworks- in particularly the AIs, in the web-page of Ministry of Environment and Spatial Planning; in understanding it due to conflicting provisions and due to language errors in the Serbian versions.

**Note/s:**

In addition, the municipal administration has encountered difficulties in finding spatial/ sectoral planning strategic frameworks formulated based on the same legislative framework in Serbian language.

### 22. Is the municipality informed on construction management legislative framework?

Reference:

Law on construction and related AIs; Law on treatment of building without permit and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

### 23. Is the municipality informed on the sectoral planning and development management legislative framework?

Reference:

Law on agricultural land and related AIs; Law on road infrastructure and related AIs;

Law on economic zones and related AIs; Other.

Yes

No

**If YES,**

Please specify the level of understanding:

Good- basic/ almost none- no need for use

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

**24. Is the municipality informed on the environmental planning and management legislative framework?**

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;

Law on Environmental Impact Assessment and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

[Please refer to answer under the question no. 21.](#)

## G. FUNDING

**25. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational spatial planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

The municipal departments are not established/ consolidated yet, due to lack of internal organization and systematization of work places in accordance with Kosovo administrative system, respective legislative frameworks.

There is budget planning only for operational expenditures, including healthcare and education.

There is no budget allocated for developing strategic/ operational spatial planning documents and processes (incl. public engagement) or for drafting and implementing capital investment projects.

However, certain activities within the framework of developing strategic/ operational spatial planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

Whereas, as far as concerning the formulation and implementation of capital investment projects, each should project should undergo a case-by-case review and consent to the Ministry of Local-Government Administration/ Ministry of Finance, prior to being approved by the municipality.

**26. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational sectoral planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic/ operational sectoral planning documents and processes (incl. public engagement).

However, certain activities within the framework of developing strategic/ operational sectoral planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

**27. Is there any earmarked budget allocated for developing gender-responsive strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement).

However, certain activities within the framework of developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.



## H. COOPERATION AND COORDINATION

### Local level- neighbouring municipalities

**28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?**

Yes

No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:

Water-supply network;

- Municipalities of Mitrovica North, Zubin Potok;
  - Construction of regional water-supply system.  
Supported technically and financially by European Union Office in Kosovo.

Waste management:

- Municipalities of Mitrovica North, Zubin Potok, Leposavic;
  - Site preparation and construction of regional sanitary waste disposal site/ landfill in the Municipality of Zvecan.  
Supported technically and financially by European Union Office in Kosovo.

Environmental management:

- Municipalities of Mitrovica North, Zubin Potok, Leposavic;
  - Formulation of 'regional' Local Environmental Action Plan/s (LEAP's).  
Supported technically and financially by Regional Environmental Centre (REC).

The mayor's office and the department for urbanism/ urban planning, housing and utility, and property affairs; are responsible for institutional coordination/ cooperation with other authorities/ entities in the area of technical and transportation infrastructure and services.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

n/a.

**29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?**

Yes

No

**If YES,**

Please specify the area/s (plus numbering), the authority/ies and the outcome so far:

Healthcare and education:

- Municipalities of Mitrovica North, Zubin Potok, Leposavic;
  - Service delivery.

**If NO,**

Please specify the key issues preventing such a financial and operational partnership:

n/a.

**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

- Yes
- No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

Interested/ committed in teaming-up w/ municipalities in the 'region', in particularly with Mitrovica North, Zvecan, Zubin Potok, Leposavic:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities;
- Service delivery- healthcare; education; social protection; culture, youth and sports; public transportation; economic development, and sectoral and integrated planning and management.

Interested/ committed in teaming-up w/ majority Serbian municipalities in Kosovo:

- Service delivery- healthcare; education; social protection; culture, youth and sports.

Interested/ committed in teaming-up w/ neighbouring municipalities in Kosovo:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities.

Interested/ committed in teaming-up w/ neighbouring municipalities in Serbia:

- Joint capital investments- technical infrastructure; transportation infrastructure;
- Service delivery- healthcare; education; social protection; culture, youth and sports; economic development.

**Note/s:**

*Preferably under the framework of the Association of Serb majority Municipalities (ASM)- soon-to-be established.*

**If NO,**

Please specify the reasoning:

n/a.

**Central level- central and regional service/ utility providers**

**31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?**

- Yes
- No

**If YES,**

Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:

Public enterprises- Central level:

Principal and regional roads-networks development, management and maintenance:

- Public Enterprise 'Putevi Srbije', Belgrade- Branch office in Zvecan.

Principal and regional railroads- networks and services development, management and maintenance:

- Public enterprise 'Zeleznice Srbije', Belgrade- Branch office in Zvecan.

Power distribution- network development, management and maintenance:

- Public enterprise 'Elektro-Kosmet', Mitrovica- Branch office in Zvecan.

Telecommunications- fixed, mobile and internet services- network development, management and maintenance:

- Public enterprise 'Telekom', Belgrade- Branch office in Zvecan.

Shipping and mailing services:

- Public Enterprise 'Post of Serbia', Belgrade- Branch office in Zvecan.

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'Ibar', Belgrade- Branch office in Zvecan.

Mining, metallurgy and chemicals industry:

- Holding 'Mining, metallurgy and chemical complex Trepca AD Zvecan'.

Public enterprises- Local level:

Development, management and maintenance of local road/ streets infrastructure:

- Public Utility Enterprise 'Zvecan'.

**Note/s:**

Refer to Stakeholder Mapping Matrix for details.

**See attached:**

[Register of stakeholders.](#)

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Coordination, cooperation and joint activities with central level- central and regional service/ utility providers, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

### Central level- ministries and specialized agencies

#### 32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a dialogue:

n/a.

**If NO,**

Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:

Coordination, cooperation and joint activities with authority/ies at the central level- ministries and specialized agencies, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

#### 33. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies (plus number of municipal and central officials involved<sup>1</sup>) and the outcome of such a coordination/ cooperation:

Budget planning:

- Ministry of Finance, and Ministry of Local-Government Administration;
- Approval of budget, and capital investment projects.

Capital projects:

Government at the central level

Ministry of infrastructure:

- Roads and streets infrastructure.

Ministry of environment and spatial planning:

- Environmental protection; Water-supply equipment; Waste-water systems; Maintenance equipment and machines.

Ministry of health:

- Healthcare facilities; Medical equipment.

Ministry of culture, youth and sports:

- Public sanitation blocks.

Ministry of labour and social welfare:

- Residential apartment blocks; Residential detached units; Construction material.

Ministry of education, science and technology:

- Educational facilities; Furniture and equipment for educational facilities.

Ministry for communities and return:

- Public spaces; Religious facilities; Cemeteries, and auxiliary facilities; Roads and streets associate infrastructure.

Ministry of local government administration:

- Administrative facilities; Furniture and equipment for administrative facilities.

International organizations

- European Union Office in Kosovo;
- Environmental protection; Youth facilities; Water and waste-water systems.

**See attached:**

[Register of capital projects.](#)

<sup>1</sup> This aspect should be cross-checked with relevant departments in MESP and MLGA notably.

**If NO,**

Please specify the key issues preventing coordination/ cooperation; please specify the lacking capacities, and the respective areas:

Coordination, cooperation and joint activities with authority/ies at the central level- ministries and specialized agencies, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

**34. How do you assess current local-central policy dialogue, development, coordination of planning functions?**

- Excellent
- Good
- Fair
- Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

Central level- central and regional service/ utility providers:

- Institutional coordination and cooperation on provision of services;
- Institutional coordination and cooperation on implementation of capital investment projects;
- Funding/ joint funding, development and implementation of capital investment projects.

Central level- ministries and specialized agencies:

- Institutional coordination and cooperation on sectoral and integrated planning legislative framework reform, and advisory and support on sectoral and integrated planning legislative framework enforcement;
- Institutional coordination and cooperation on sectoral and integrated strategic and operational planning framework development, and advisory and support on sectoral and integrated planning framework enforcement;
- Institutional coordination and cooperation on budget planning;
- Funding/ joint funding, development and implementation of capital investment projects.

**Respondents:**

Nadica Hristov, Head of urbanism/ urban planning, housing, utility and property affairs;

Natasa Aksentijevic, Architect;

Ranko Nedeljkovic, Head of administration/ personnel;

Maja Popovic, Chief of public procurement;

Lulezim Peci, Head of budget and finance- acting.

**Municipal Self-Assessment Survey:**

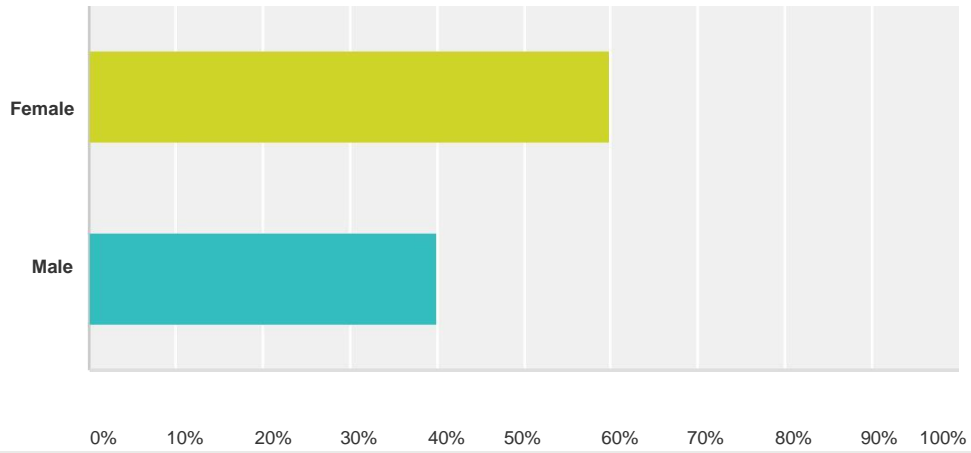
Zvecan, December 2016

**Focus Group:**

Zvecan, January 2017

### Q1 What is your gender?

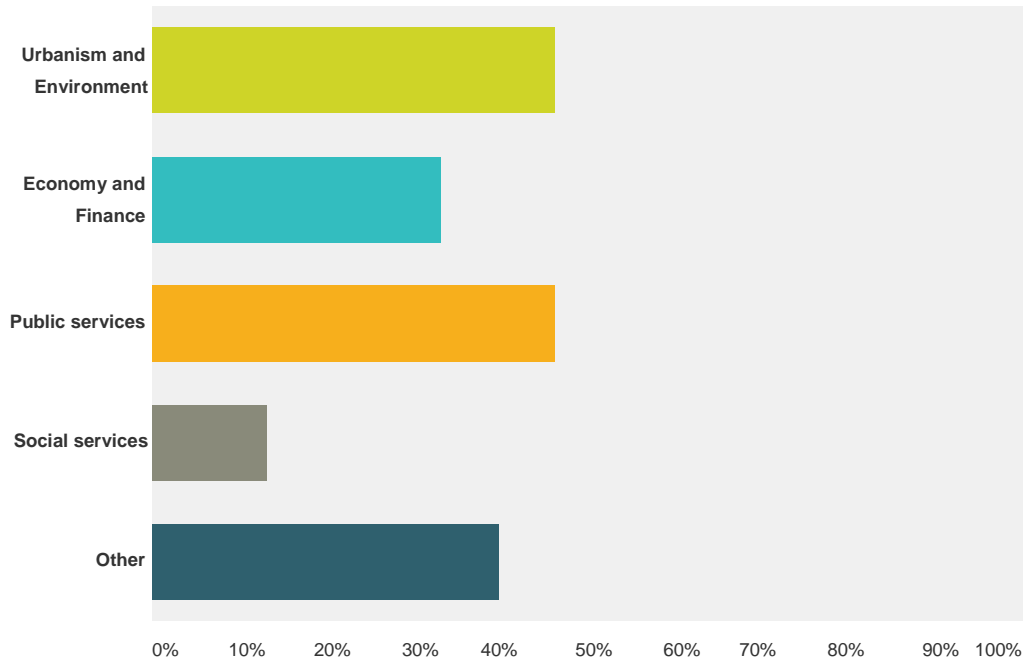
Answered: 15 Skipped: 0



Answer Choices	Responses	
Female	60.00%	9
Male	40.00%	6
<b>Total</b>		<b>15</b>

## Q2 What is your Department/ Unit?

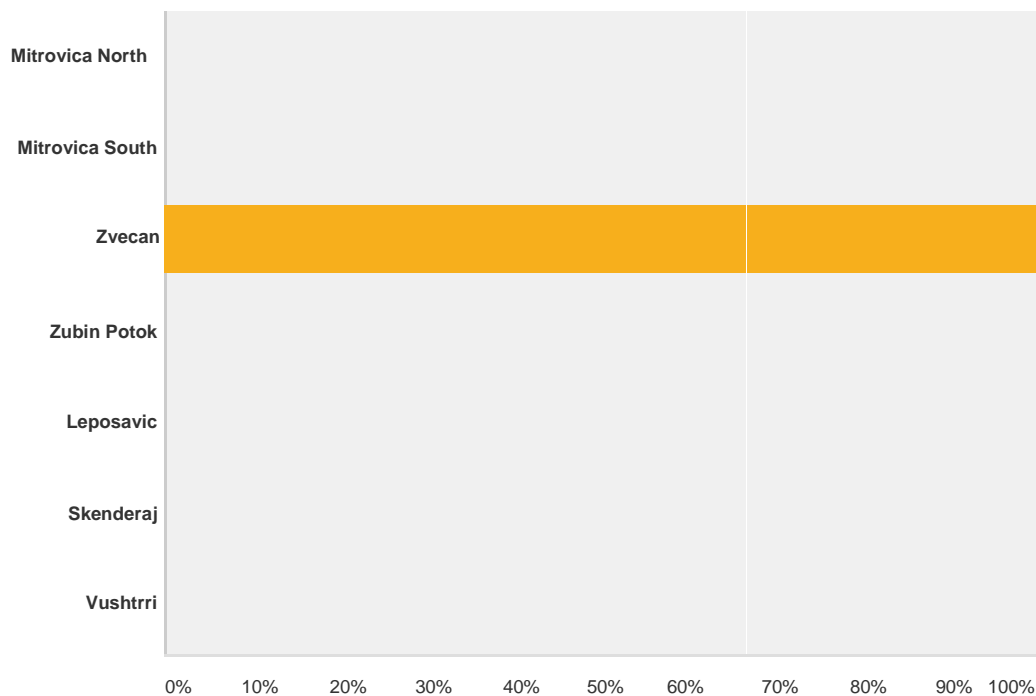
Answered: 15 Skipped: 0



Answer Choices	Responses	
Urbanism and Environment	46.67%	7
Economy and Finance	33.33%	5
Public services	46.67%	7
Social services	13.33%	2
Other	40.00%	6
<b>Total Respondents: 15</b>		

### Q3 Please select your Municipality:

Answered: 15 Skipped: 0

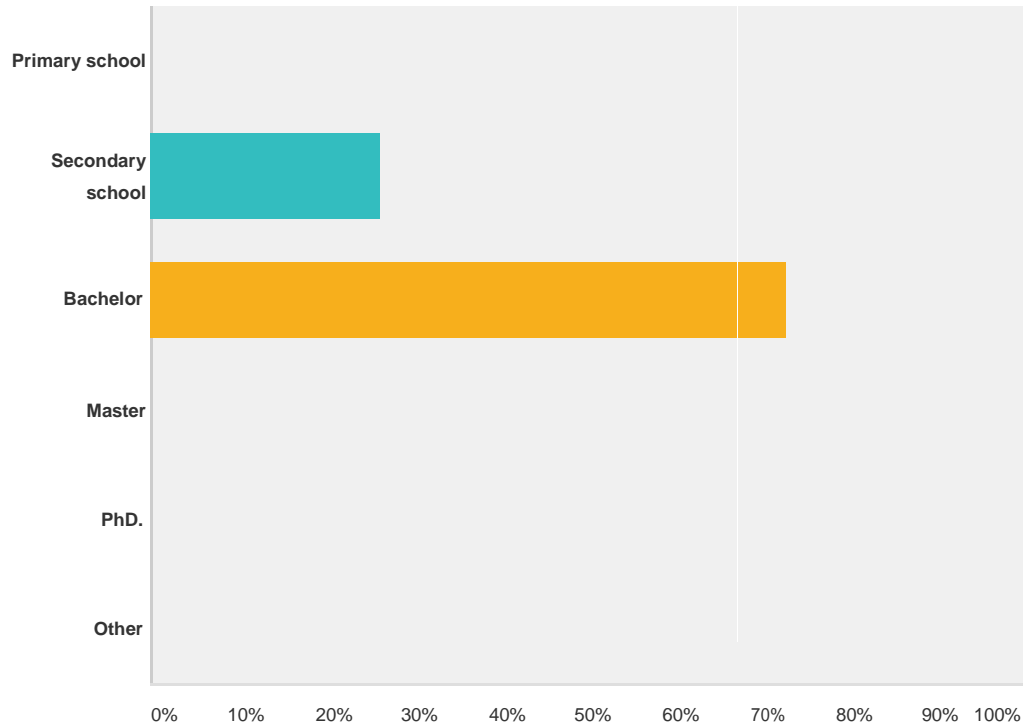


Answer Choices	Responses	
Mitrovica North	0.00%	0
Mitrovica South	0.00%	0
Zvecan	100.00%	15
Zubin Potok	0.00%	0
Leposavic	0.00%	0
Skenderaj	0.00%	0
Vushtrri	0.00%	0
<b>Total</b>		<b>15</b>



### Q4 What is your highest level of formal education obtained:

Answered: 15 Skipped: 0



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	26.67%	4
Bachelor	73.33%	11
Master	0.00%	0
PhD.	0.00%	0
Other	0.00%	0
<b>Total</b>		<b>15</b>

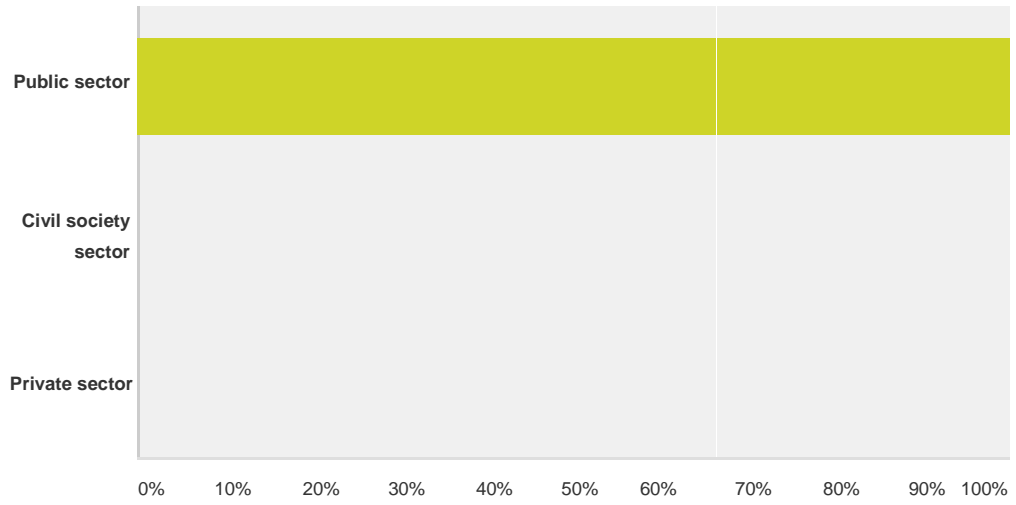
## Q5 What is your main field of study?

Answered: 15 Skipped: 0

#	Responses	Date
1	<b>Civil engineering</b> Civil engineering.	3/13/2017 12:05 PM
2	<b>Architecture</b> Architecture.	3/13/2017 10:51 AM
3	<b>Civil engineering</b> Civil engineering.	3/10/2017 4:29 PM
4	<b>Civil engineering</b> Civil engineering.	3/10/2017 4:25 PM
5	<b>Economy</b> Economy.	3/10/2017 4:23 PM
6	<b>Agriculture</b> Agriculture.	3/10/2017 4:22 PM
7	<b>Economy</b> Economy.	3/10/2017 4:22 PM
8	<b>Economy</b> Economy.	3/10/2017 4:21 PM
9	<b>Agriculture</b> Agriculture.	3/10/2017 4:21 PM
10	<b>Economy</b> Economy.	3/10/2017 4:20 PM
11	<b>Architecture</b> Architecture.	3/10/2017 4:19 PM
12	<b>Architecture</b> Architecture.	3/10/2017 4:18 PM
13	<b>Architecture</b> Architecture.	3/10/2017 4:16 PM
14	<b>Mathematics</b> Mathematics.	3/10/2017 4:16 PM
15	<b>Architecture</b> Architecture.	3/10/2017 4:14 PM

**Q6 Please select sectors of your professional experience.**

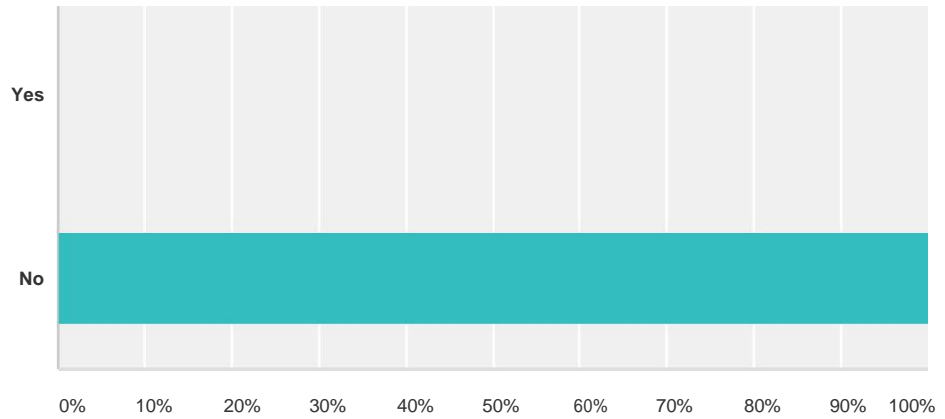
Answered: 15 Skipped: 0



Answer Choices	Responses	
Public sector	100.00%	15
Civil society sector	0.00%	0
Private sector	0.00%	0
<b>Total</b>		<b>15</b>

**Q7 Have you ever been involved in any activity related to planning processes?**

Answered: 15 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	15
<b>Total</b>		<b>15</b>

**Q8 If yes, please select applicable options:**

Answered: 0

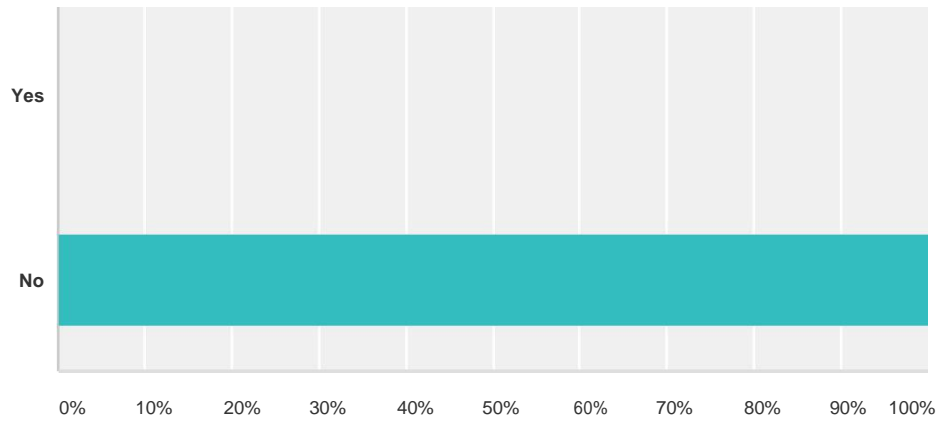
Skipped: 15

! No matching responses.

Answer Choices	Responses
Research (collection and analysis of data)	0.00% 0
Drafting	0.00% 0
Commenting/Reviewing	0.00% 0
Implementation	0.00% 0
Monitoring and evaluation	0.00% 0
Communication	0.00% 0
Coordination	0.00% 0
Other	0.00% 0
<b>Total Respondents: 0</b>	

**Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?**

Answered: 15 Skipped: 0

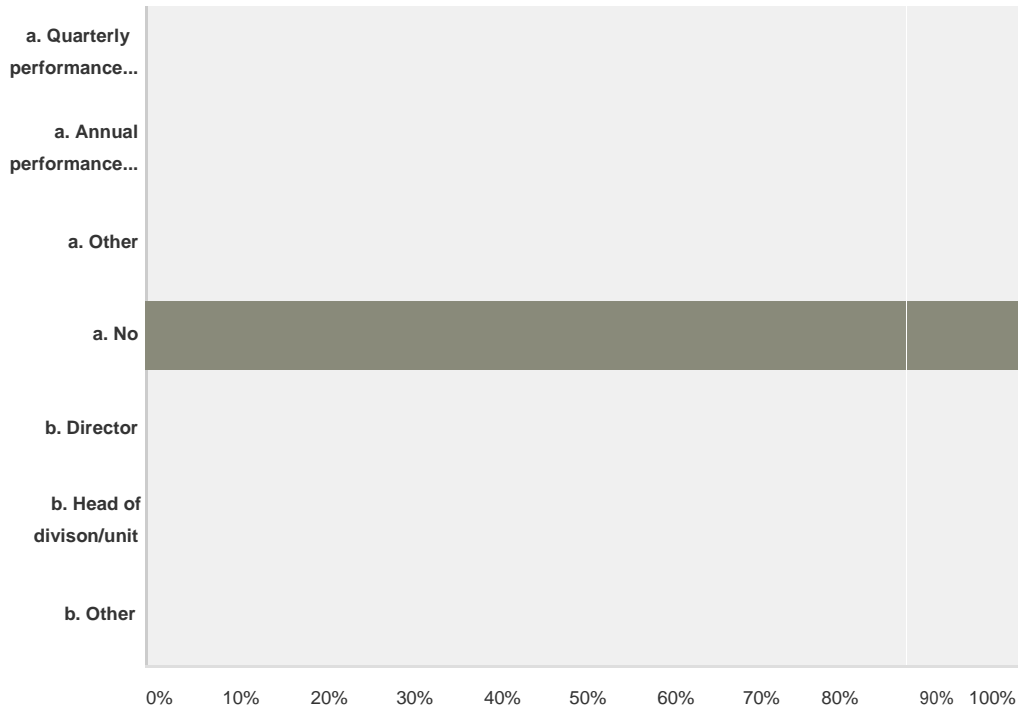


Answer Choices	Responses
Yes	0.00% 0
No	100.00% 15
<b>Total</b>	<b>15</b>

### Q10 How and by whom is your job performance evaluated?

Please select one option under a. and if applicable select one under b.

Answered: 15 Skipped: 0



Answer Choices	Responses	
a. Quarterly performance assessment	0.00%	0
a. Annual performance assessment	0.00%	0
a. Other	0.00%	0
a. No	100.00%	15
b. Director	0.00%	0
b. Head of divison/unit	0.00%	0
b. Other	0.00%	0
<b>Total Respondents: 15</b>		

**Q11 What is your level of satisfaction with the current methods of performance evaluation?**

**(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**

Answered: 0

Skipped: 15

! No matching responses.

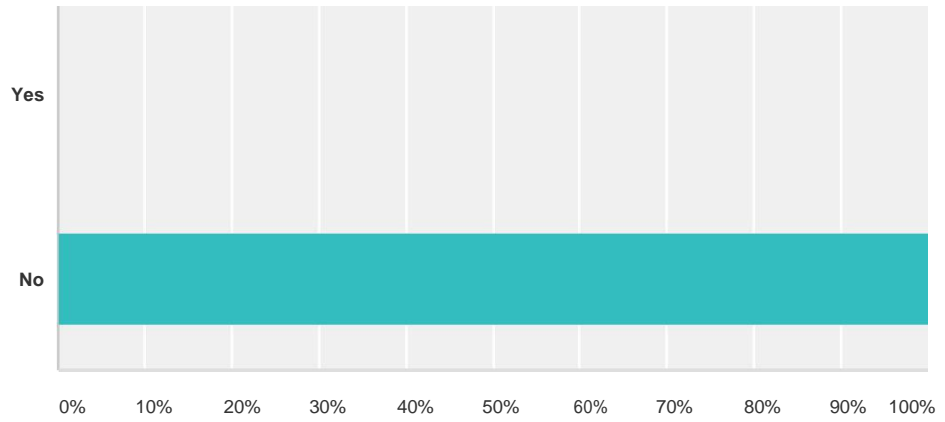
Answer Choices	Responses	
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	0.00%	0
<b>Total</b>		<b>0</b>



### Q12 Is there any incentive for employees

(e.g. acces to training facilities, opportunity to share experiences, study visits, change of job position etc)?

Answered: 15 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	15
<b>Total</b>		<b>15</b>

### Q13 Please enter number of years in your current post:

Answered: 15 Skipped: 0

#	Responses	Date
1	20-25 21	3/13/2017 12:05 PM
2	10-15 15	3/13/2017 10:51 AM
3	5-10 5	3/10/2017 4:29 PM
4	20-25 21	3/10/2017 4:25 PM
5	10-15 12	3/10/2017 4:23 PM
6	15-20 19	3/10/2017 4:22 PM
7	10-15 13	3/10/2017 4:22 PM
8	10-15 12	3/10/2017 4:21 PM
9	5-10 10	3/10/2017 4:21 PM
10	30-35 34	3/10/2017 4:20 PM
11	5-10 10	3/10/2017 4:19 PM
12	20-25 21	3/10/2017 4:18 PM
13	30-35 30	3/10/2017 4:16 PM
14	15-20 20	3/10/2017 4:16 PM
15	5-10 5	3/10/2017 4:14 PM

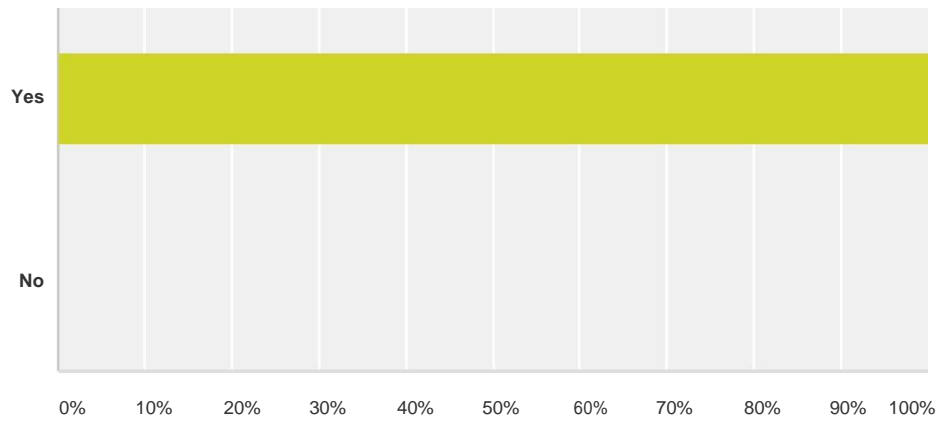
### Q14 Please enter number of staff you are supervising:

Answered: 15 Skipped: 0

#	Responses	Date
1	na	3/13/2017 12:05 PM
2	na	3/13/2017 10:51 AM
3	na	3/10/2017 4:29 PM
4	na	3/10/2017 4:25 PM
5	na	3/10/2017 4:23 PM
6	na	3/10/2017 4:22 PM
7	na	3/10/2017 4:22 PM
8	na	3/10/2017 4:21 PM
9	na	3/10/2017 4:21 PM
10	na	3/10/2017 4:20 PM
11	na	3/10/2017 4:19 PM
12	na	3/10/2017 4:18 PM
13	na	3/10/2017 4:16 PM
14	na	3/10/2017 4:16 PM
15	na	3/10/2017 4:14 PM

**Q15 During your job carrier within municipality, did you have any professional training?**

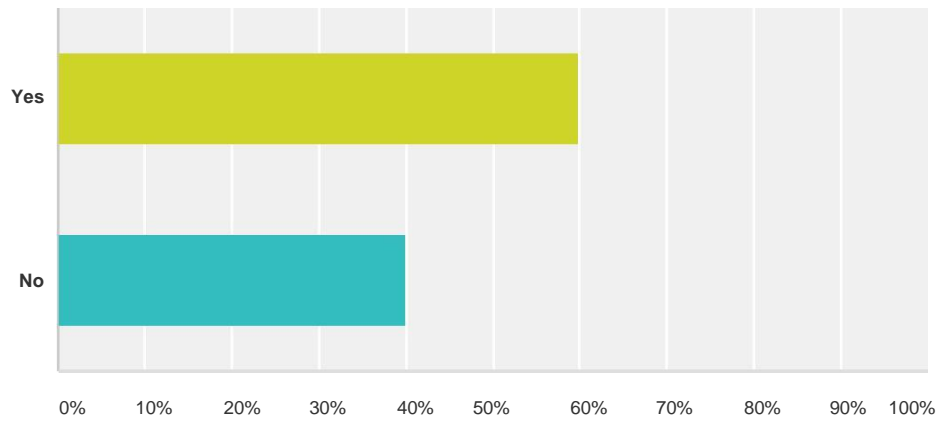
Answered: 15 Skipped: 0



Answer Choices	Responses	
Yes	100.00%	15
No	0.00%	0
<b>Total</b>		<b>15</b>

### Q16 Did you change your working practice after completion of the professional training?

Answered: 15 Skipped: 0



Answer Choices	Responses
Yes	60.00% 9
No	40.00% 6
<b>Total</b>	<b>15</b>

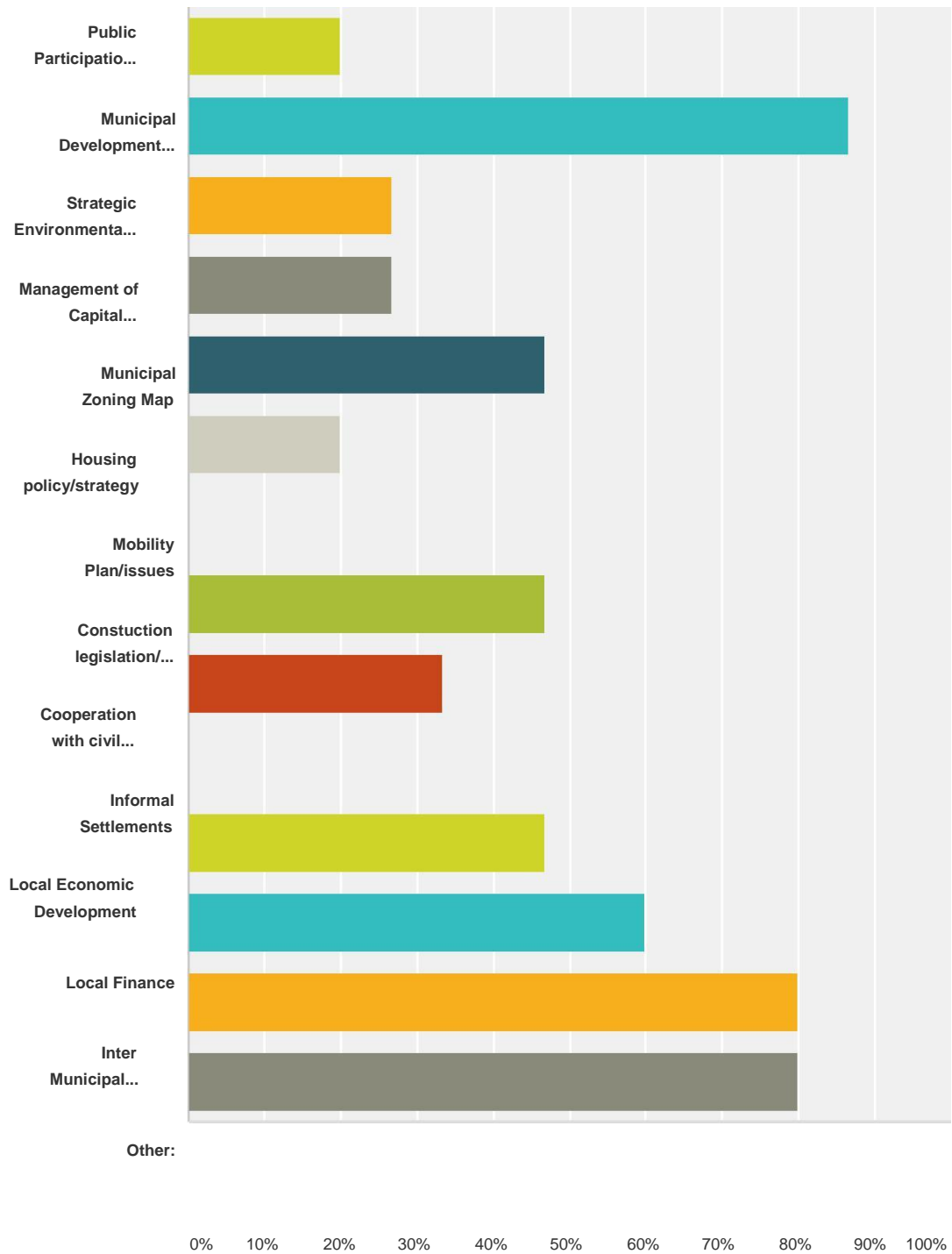
**Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?**

Answered: 15 Skipped: 0

#	Responses	Date
1	See below.	3/13/2017 12:05 PM
2	See below.	3/13/2017 10:51 AM
3	See below.	3/10/2017 4:29 PM
4	See below.	3/10/2017 4:25 PM
5	See below.	3/10/2017 4:23 PM
6	See below.	3/10/2017 4:22 PM
7	See below.	3/10/2017 4:22 PM
8	See below.	3/10/2017 4:21 PM
9	See below.	3/10/2017 4:21 PM
10	See below.	3/10/2017 4:20 PM
11	See below.	3/10/2017 4:19 PM
12	See below.	3/10/2017 4:18 PM
13	See below.	3/10/2017 4:16 PM
14	See below.	3/10/2017 4:16 PM
15	See below.	3/10/2017 4:14 PM

**Q18 Which of the following of these new themes would you be interested in?**

Answered: 15 Skipped: 0

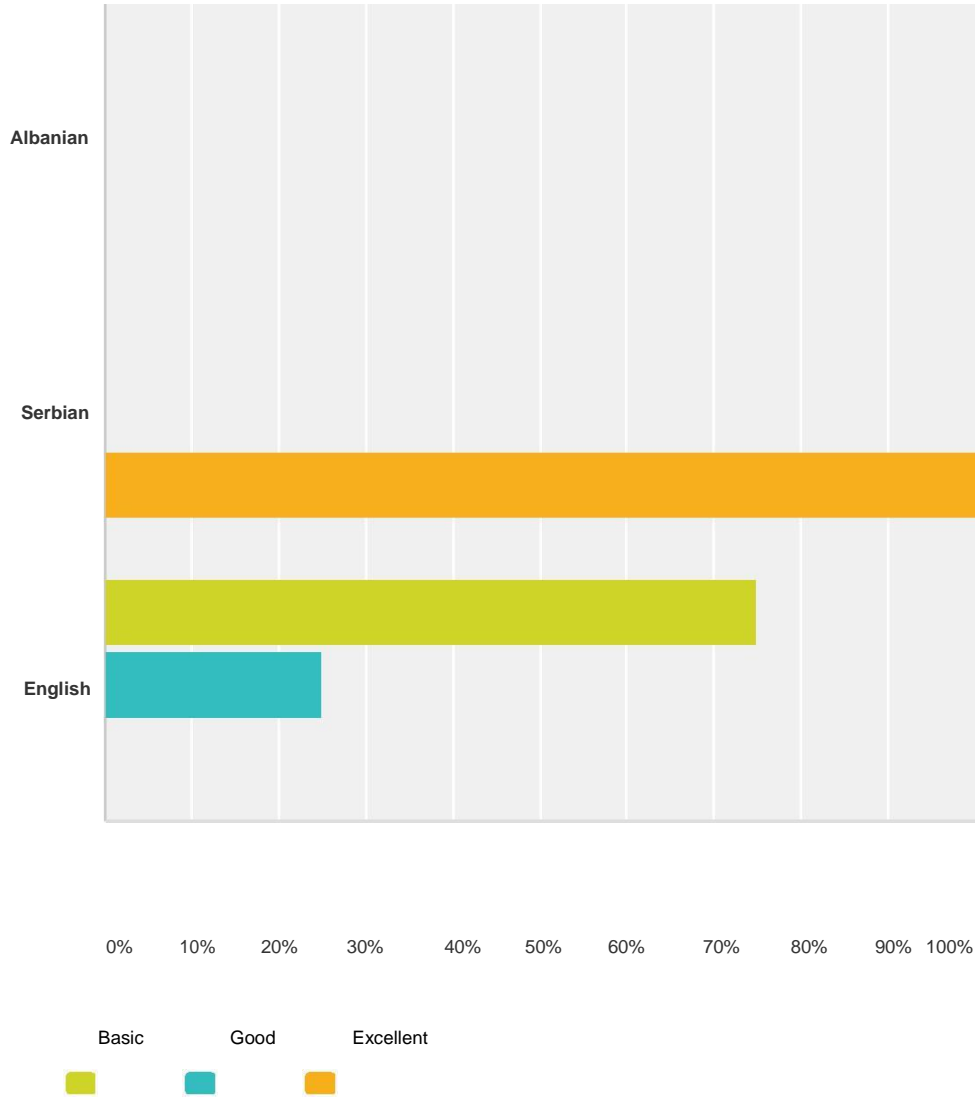


Answer Choices	Responses	
Public Participation in Spatial Planning	20.00%	3
Municipal Development Plan	86.67%	13
Strategic Environmental Assessment	26.67%	4
Management of Capital Investment Projects	26.67%	4
Municipal Zoning Map	46.67%	7
Housing policy/strategy	20.00%	3
Mobility Plan/issues	0.00%	0
Constuction legislation/policies	46.67%	7
Cooperation with civil society	33.33%	5
Informal Settlements	0.00%	0
Local Economic Development	46.67%	7
Local Finance	60.00%	9
Inter Municipal Cooperation	80.00%	12
Other:	80.00%	12
<b>Total Respondents: 15</b>		



### Q19 Which are your language skills?

Answered: 15 Skipped: 0

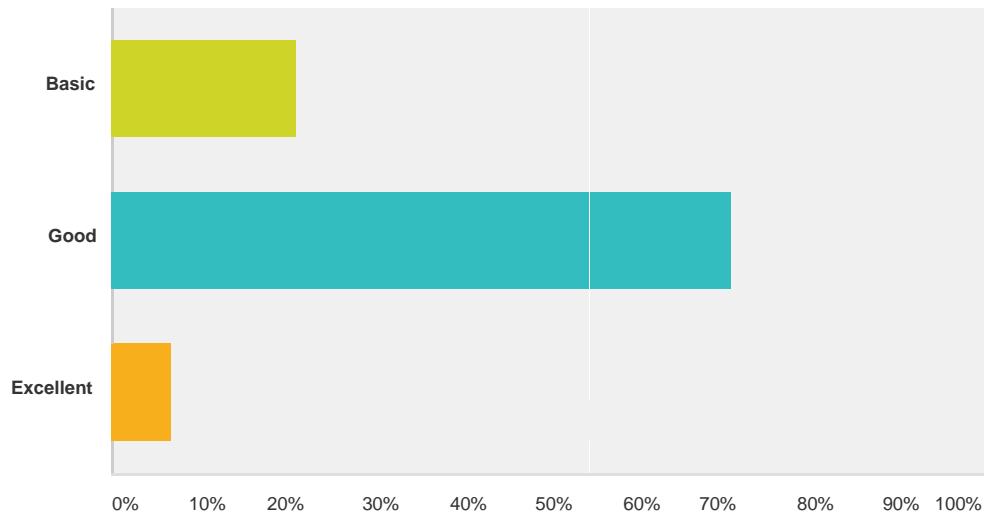


	Basic	Good	Excellent	Total
Albanian	0.00% 0	0.00% 0	0.00% 0	0
Serbian	0.00% 0	0.00% 0	100.00% 15	15
English	75.00% 3	25.00% 1	0.00% 0	4

## Q20 What is your knowledge of Microsoft Office package use?

Answered: 14

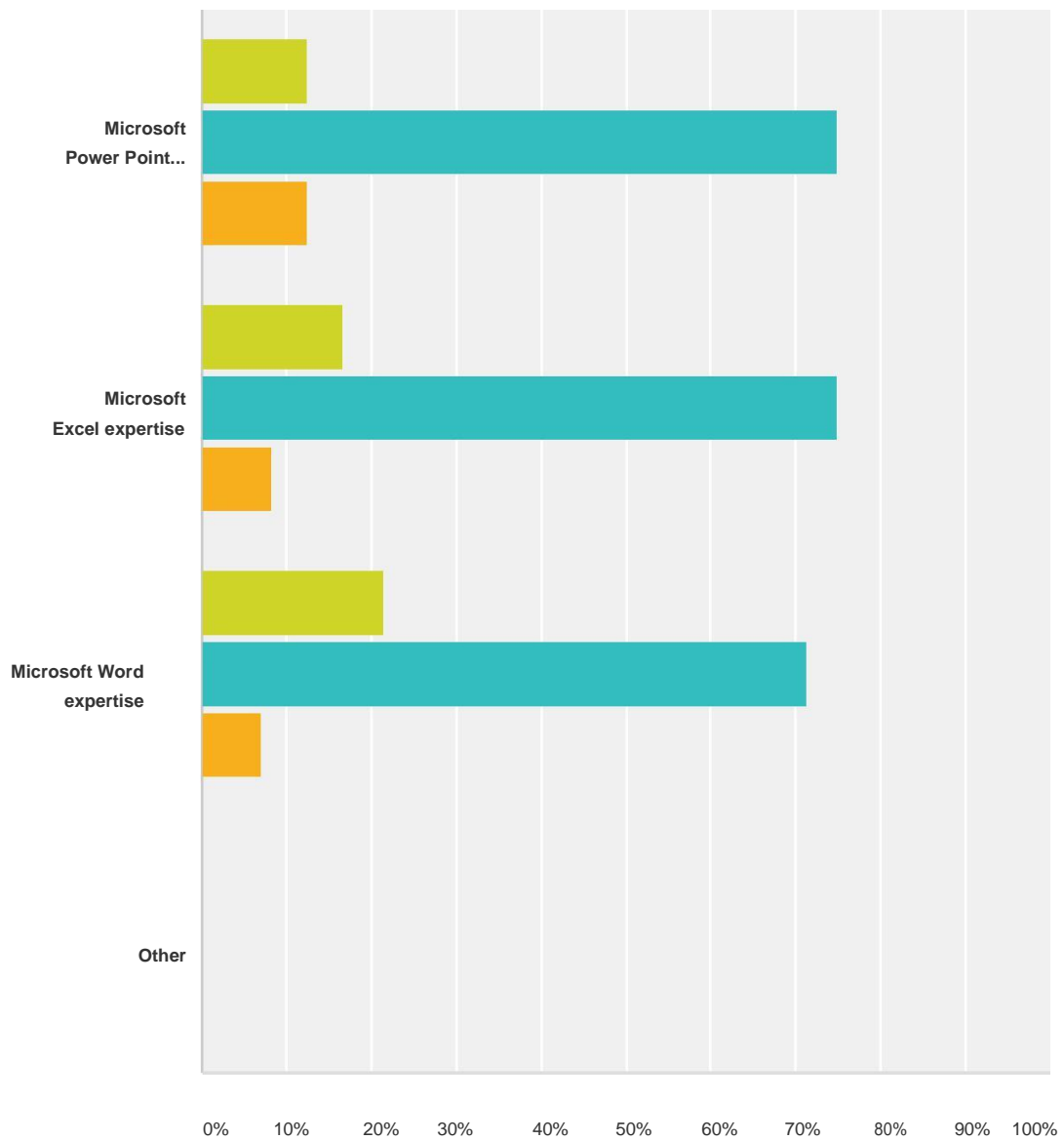
Skipped: 1



Answer Choices	Responses	
Basic	21.43%	3
Good	71.43%	10
Excellent	7.14%	1
<b>Total</b>		<b>14</b>

**Q21 Please select type and level Basic,Good or Excellent for each:**

Answered: 14 Skipped: 1



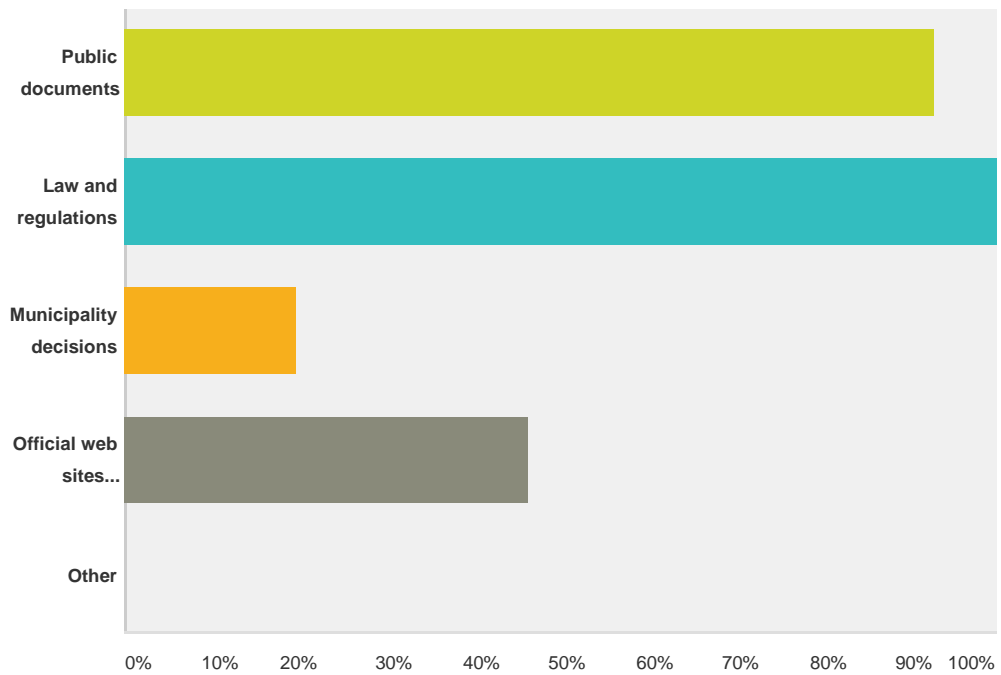
Basic Good Excellent

■ ■ ■

	Basic	Good	Excellent	Total
Microsoft Power Point expertise	12.50% 1	75.00% 6	12.50% 1	8
Microsoft Excel expertise	16.67% 2	75.00% 9	8.33% 1	12
Microsoft Word expertise	21.43% 3	71.43% 10	7.14% 1	14
Other	0.00% 0	0.00% 0	0.00% 0	0

## Q22 What kind of sources you professionally use for data collection?

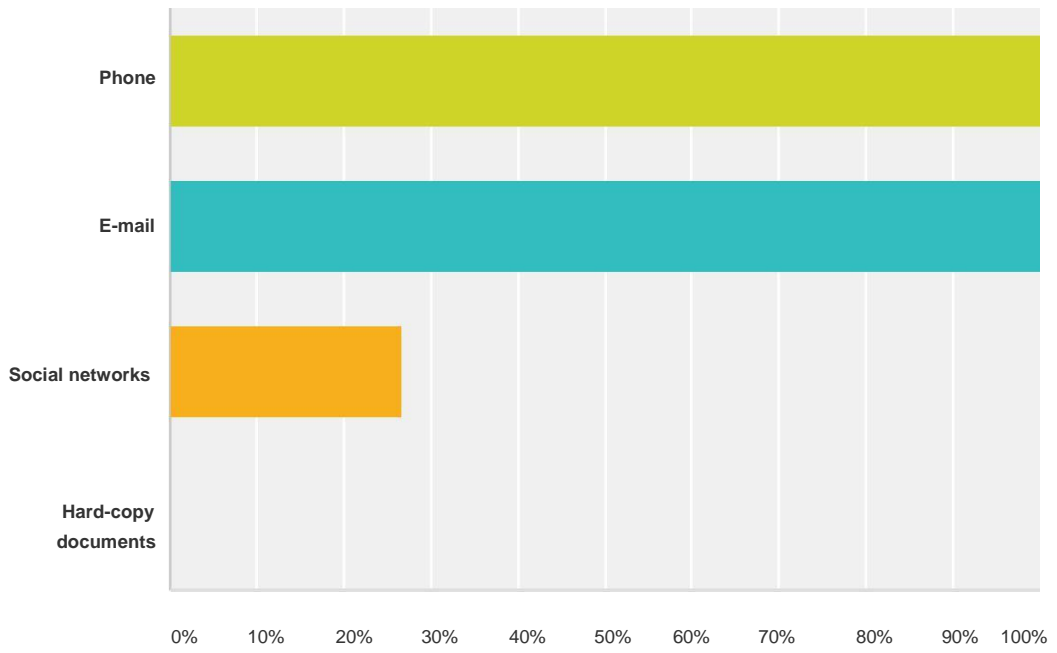
Answered: 15 Skipped: 0



Answer Choices	Responses	
Public documents	93.33%	14
Law and regulations	100.00%	15
Municipality decisions	20.00%	3
Official web sites information	46.67%	7
Other	0.00%	0
<b>Total Respondents: 15</b>		

### Q23 What are your official communication tools?

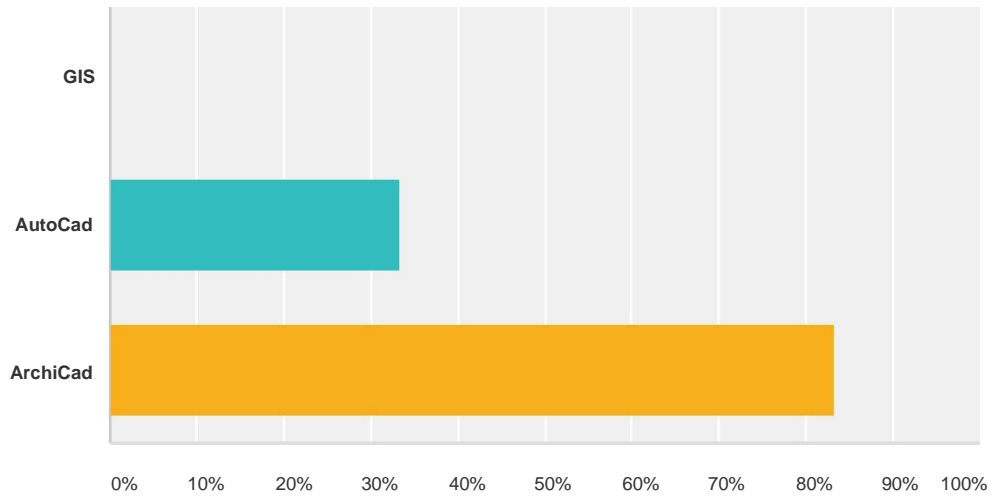
Answered: 15 Skipped: 0



Answer Choices	Responses	
Phone	100.00%	15
E-mail	100.00%	15
Social networks	26.67%	4
Hard-copy documents	0.00%	0
<b>Total Respondents: 15</b>		

**Q24 Are you using any of the listed softwares for your daily job?  
 If NO, please proceed to next question.  
 If YES, please select the respective ones:**

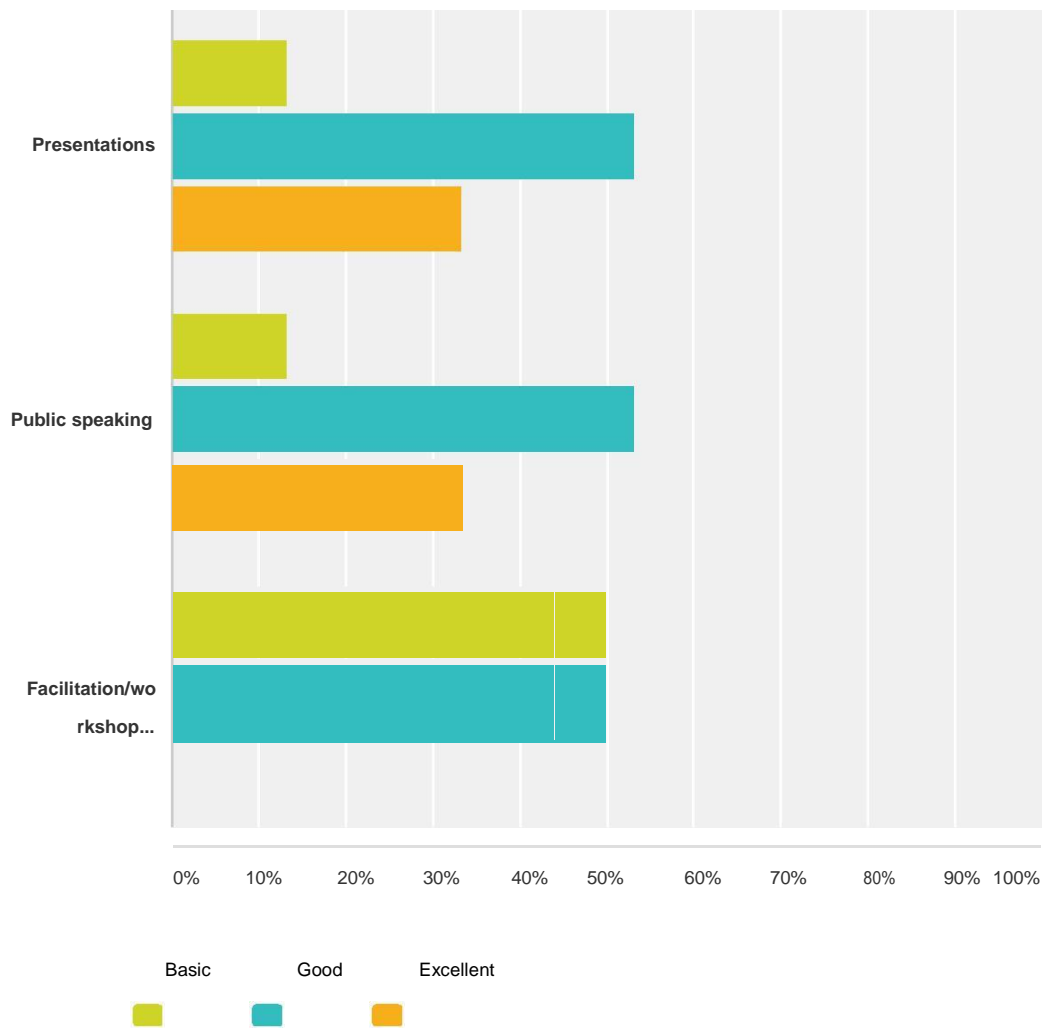
Answered: 6 Skipped: 9



Answer Choices	Responses
GIS	0.00% 0
AutoCad	33.33% 2
ArchiCad	83.33% 5
<b>Total Respondents: 6</b>	

## Q25 What are your skills in the following categories?

Answered: 15 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	13.33% 2	53.33% 8	33.33% 5	15
Public speaking	13.33% 2	53.33% 8	33.33% 5	15
Facilitation/workshop experience	50.00% 3	50.00% 3	0.00% 0	6

**Q26 Please insert any additional comment you may have**

Answered: 0

Skipped: 15



## Annex 1.4: Register of Planning Documents

### MUNICIPALITY OF ZVECAN

Register of statutory strategic and operational spatial planning documents formulated by the government at the local and central level based on the administrative system of Yugoslavia; Serbia and Montenegro.

*Source: Municipality of Zvecan*

#### Government at the local level

##### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	n/a
Coverage area	n/a
Drafted:	n/a
Amended:	n/a
Status:	n/a
Drafting authority:	n/a
Decision making authority:	n/a
Legal basis:	n/a
Language/s:	n/a
Format available:	n/a
Availability:	n/a

Type of document:	General Urban Plan
Title of the document:	General Urban Plan, Zvecan, Municipality of Zvecan;
Coverage area	n/a
Drafted:	1996;
Amended:	n/a
Status:	Invalid;
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Operational spatial planning documents:**

<b>Type of document:</b>	<b>Detailed Regulation Plan</b>
Title of the document:	Detailed Regulation Plan for 'Banjska neighbourhood', Municipality of Zvecan;
Coverage area	n/a
Drafted:	2007;
Amended:	n/a
Status:	Invalid;
Drafting authority:	Faculty of Architecture, University of Belgrade, Belgrade, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Detailed Urban Plan</b>
Title of the document:	Detailed Urban Plan for 'centre' of Zvecan, Municipality of Zvecan;
Coverage area	n/a
Drafted:	1997;
Amended:	n/a
Status:	Invalid;
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Operational spatial design documents:**

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	n/a
Coverage area	n/a
Drafted:	n/a
Amended:	n/a
Status:	n/a
Drafting authority:	n/a
Decision making authority:	n/a
Legal basis:	n/a
Language/s:	n/a
Format available:	n/a
Availability:	n/a

## MUNICIPALITY OF ZVECAN

Register of statutory strategic and operational sectoral planning documents formulated by the government at the local level based on the administrative system of Kosovo

[Source: Municipality of Zvecan](#)

### Government at the local level

#### Operational sectoral planning documents:

Type of document:	Action Plan
Title of the document:	Local Environmental Action Plan 2015- 2020, Municipality of Zvecan;
Coverage area	n/a.
Drafted:	2014;
Amended:	n/a
Status:	Valid;
Drafting authority:	Municipality of Zvecan; Regional Environmental Centre; United States Agency for International Development (USAID)/ Advancing Kosovo Together.
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian/ Albanian- n/a/ English- n/a;
Format available:	Print and digital;
Availability:	Yes.

Type of document:	Action Plan
Title of the document:	Municipal Energy Efficiency Plan, 2016- 2020, Municipality of Zvecan;
Coverage area	n/a.
Drafted:	2015;
Amended:	n/a
Status:	Valid;
Drafting authority:	Municipality of Zvecan; United States Agency for International Development (USAID)/ Advancing Kosovo Together;
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian/ Albanian- n/a/ English- n/a;
Format available:	Print and digital;
Availability:	Yes.

## MUNICIPALITY OF ZVECAN

### Register of non-statutory strategic and operational sectoral and multi-sectoral planning documents formulated by the government at the local level

[Source: Municipality of Zvecan](#)

#### Government at the local level

##### Strategic multi-sectoral planning documents:

Type of document:	Multi-sectoral strategy
Title of the document:	Local Economic Development Strategy 2014- 2016, Municipality of Zvecan;
Coverage area	n/a
Drafted:	2014;
Amended:	n/a
Status:	Valid;
Drafting authority:	Municipality of Zvecan; United Nations Development Programme (UNDP)/ Conflict Prevention, Community Stabilization and Support to Local Economic Development; International Development Association (IDA)- Local NGO's; The Mission of People of Good Will (MPGW)- Local NGO's.
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

Type of document:	Multi-sectoral strategy
Title of the document:	Development Plan 2006- 2009, Municipality of Zvecan;
Coverage area	n/a
Drafted:	2005;
Amended:	n/a
Status:	Invalid;
Drafting authority:	Municipality of Zvecan; United Nations Office for Project Services (UNOPS);
Decision making authority:	Municipal Assembly, Municipality of Zvecan;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Strategic sectoral planning documents:**

<b>Type of document:</b>	<b>Sectoral strategy</b>
Title of the document:	n/a
Coverage area	n/a
Drafted:	n/a
Amended:	n/a
Status:	n/a
Drafting authority:	n/a
Decision making authority:	n/a
Legal basis:	n/a
Language/s:	n/a
Format available:	n/a
Availability:	n/a

## MUNICIPALITY OF ZVECAN

Register of statutory strategic spatial planning documents formulated by the government at the local and central level in Republic of Serbia, relevant for strategic and operational spatial planning at the local and central level in Kosovo.

*Source: Spatial Planning Agency, Republic of Serbia*

### Government at the local level

#### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Spatial Plan, Municipality of Novi Pazar;
Coverage area	n/a
Drafted:	2011;
Amended:	n/a
Status:	Valid;
Drafting authority:	European Centre for Peace and Development, Beograd, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Novi Pazar;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

## **Government at the central level**

### **Strategic spatial planning documents:**

<b>Type of document:</b>	<b>Spatial Plan</b>
Title of the document:	Spatial Plan of Republic of Serbia 2010- 2020, Republic of Serbia;
Coverage area	n/a
Drafted:	2010;
Amended:	n/a
Status:	Valid;
Drafting authority:	IAUS Belgrade, Belgrade, Serbia;
Decision making authority:	National Assembly, Serbia;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Spatial Plan for Special Designated Area</b>
Title of the document:	n/a
Coverage area	n/a
Drafted:	n/a
Amended:	n/a
Status:	n/a
Drafting authority:	n/a
Decision making authority:	n/a
Legal basis:	n/a
Language/s:	n/a
Format available:	n/a
Availability:	n/a



## Annex 1.5: Register of Capital Projects

### MUNICIPALITY OF ZVECAN

Register of capital projects implemented by the government at the local and central level, and the international organizations, in 2015 and 2016

*Source: Municipality of Zvecan*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of kindergarten 'Lane', Zvecan;		
2.	Reconstruction of the existing and construction of new access pathways to kindergarten 'Lane', Zvecan;		
3.	Asphalting of local streets, form Denovici to transformer station, Zitkovac;		
4.	Procurement of sports equipment for sports organizations in the municipality;		

#### Government at the central level

##### Ministry of infrastructure

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of local bridge, Srbovac- Valac road segment;		
2.	Construction of local roads, Mali Zvecan village;		
3.	Construction of local roads, including streets lighting, Veliko Rudare village/ area Virijevci;		
4.	Construction of local roads, Josevik village;		
5.	Construction of local roads, Zitkovac village.		

##### Ministry of environment and spatial planning

#	Project description:	Quantity/ unit:	Amount:
1.	Procurement of equipment and machines- for the needs of the municipal administration/ public enterprises;		
2.	Construction of main waste-water collection system (contract signed- works delayed);		
3.	Procurement and installation of water-supply pump, Zvecan;		
4.	Rehabilitation of landslide in the vicinity of residential apartment block in 'Obiliceva' street, Zvecan.		

##### Ministry of health

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of healthcare facility, Zvecan;		
2.	Procurement of medical equipment for healthcare facility, Zvecan;		
3.	Procurement and installation of doors and windows of pharmacy, Zvecan.		

**Ministry of culture, youth and sports**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of public toilets in protected area of castle, Zvecan.		

**Ministry of labour and social welfare**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of two residential apartment blocks for socially vulnerable categories, Zvecan;		
2.	Construction of ten residential detached units for socially vulnerable categories, Zvecan;		
3.	Construction of twenty residential detached units for internally displaced persons, Zvecan;		
4.	Reconstruction of residential apartment block, 'Kralja Milutina' street, Zvecan;		
5.	Procurement of construction material for reconstruction of houses for socially vulnerable categories, Zvecan.		

**Ministry of education, science and technology**

#	Project description:	Quantity/ unit:	Amount:
1.	Adaptation and renovation, primary school facility 'Vuk Karadzic', Grabovac village;		
2.	Reconstruction of roof, primary school facility 'Sveti Sava', Zerovnica village;		
3.	Reconstruction of waste-water and storm-water collection system, primary school 'Banović Strahinja', Banjska village;		
4.	Construction of entrance hall, technical school facility, Zvecan;		
5.	Procurement of equipment for primary and secondary school facilities, Zvecan.		

**Ministry for communities and return**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of children playground, Zvecan;		
2.	Construction of public bus stops, Zvecan;		
3.	Construction of street lighting network, Zvecan;		
4.	Construction of parish house, Zerovnica village;		
5.	Reconstruction of cemetery, Korilje village.		

**Ministry of local government administration**

#	Project description:	Quantity/ unit:	Amount:
1.	Replacement of doors and windows for municipality administration building, Zvecan;		
2.	Procurement of furniture for municipality administration building, Zvecan.		

## International organizations

### European Union Office in Kosovo- 2015 and 2016

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction water-supply system, Zvecan;		
2.	Reconstruction waste-water collection system, Zvecan;		
3.	Cleaning of illegal waste-disposal site, 'Gater', Zvecan;		
4.	Land expropriation for the access road to regional waste-disposal site, Zvecan;		
5.	Construction of regional waste-disposal site, Zvecan;		
6.	Land expropriation for youth centre, Zvecan.		
7.	Construction of youth centre, Zvecan;		
8.	Construction of sports hall, Zvecan.		

## MUNICIPALITY OF ZVECAN

### Register of capital projects planned for implementation in 2017

*Source: Municipality of Zvecan*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Reallocation of public enterprise- 'Trepca' garage form centre, and construction of commercial and residential apartment block, Zvecan;		
2.	Construction of two residential apartment blocks for the needs of municipal administration officials, Zvecan;		
3.	Construction of two residential apartment blocks, 'Mali Zvecan' complex, Zvecan;		
4.	Reconstruction of sidewalks, 'Karadjordjeva' street, Zvecan;		
5.	Regulation of Kozarevacka river banks;		
6.	Construction of main waste-water collector in the vicinity of Kozarevacka river;		
7.	Construction, reconstruction and asphaltting of the following roads & streets in the municipality:		
8.	Korilje- Doljani;		
8.1.	Saren kamen- Lovac;		
8.2.	Saren kamen- Bresnica;		
8.3.	Hamlet Meki Do;		
8.4.	Matica- Zitkovac;		
8.5.	Mali Zvecan.		
9.	Construction, reconstruction and asphaltting of non-categorized roads & streets in the municipality;		
10.	Formulation of project documentation for regulation of upper part of Koriljatske river, Zvecan;		
11.	Expanding the capacities of Industrial park 'Doljani', Doljani village;		
12.	Development of residential zone with individual housing units for the needs of local communities and socially vulnerable categories, Korilje village;		
13.	Formulation of local waste management plan;		
14.	Procurement of equipment- for the needs of municipal administration/ public enterprises;		
15.	Formulation of spatial projects for specific settlement locations/ properties;		
16.	Landscaping of the new healthcare facility surrounding, Srbovac village;		
17.	Procurement of equipment- for the needs of healthcare facility, Srbovac village;		
18.	Procurement of equipment- for the needs of primary school park 'Vuk Karadzic, Grabovac village;		
19.	Construction of auditorium roof for the open playground, including construction of the of the perimeter fence along the sports field, primary school 'Vuk Karadzic', Zvecan.		

## Annex 1.6: Register of Stakeholders

### MUNICIPALITY OF ZVECAN

#### Register of stakeholders

Who	Areas of engagement	Main achievements	Ongoing projects	Planned projects	Role/ membership in coordination mechanisms	Level of stake-influence	Gender marker
<b>Government Institutions, Kosovo- Kosovo and Serbia Administrative Systems</b>							
Local level							
Department for urbanism/ urban planning, housing and utility, and property affairs	Urban and spatial planning and development management; Environmental planning and management; Land and property management; Inspection.	Implementation of capital investment projects- transportation infrastructure and social facilities.	Partial repair of waste-water collection network. Partial repair of water supply network. Land expropriation for the regional landfill. Land expropriation for the access road to regional landfill. Cleaning former industrial landfill.	Construction of regional waste landfill. Construction/ reconstruction of transportation infrastructure- local roads and streets; and social facilities- youth centre, sports centre.	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for economy and finance	Budget and financial planning management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for social, general and common affairs	General operations, administration and management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender sensitive

Government Institutions, Kosovo- Kosovo Administrative Systems							
Central level							
Sluzba za zaposljavanje- Predstavništvo u Zvecanu/ Mitrovici Employment Authority- Branch office in Zvecan/ Mitrovica	Maintenance of employment registers; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises.	Advisory.	Small stake- Low influence	Gender aware

Government Institutions, Serbia- Serbian Administrative Systems							
Central level							
Ministarstvo finansija, Poreska uprava- Regionalni centar, Pristina- Predstavništvo u Zvecanu Ministry of Finance, Tax administration- Regional center, Prishtine/ Pristina- Branch office in Zvecan	Tax administration.	na	na	na	na	na	na
Nacionalna sluzba za zaposljavanje- Predstavništvo u Zvecanu National Employment Authority- Branch office in Zvecan	Maintenance of employment registries; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises; Employment fairs.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises; Organization of annual employment fairs.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises. Employment fairs.	na	na	na
Republički fond za zdravstveno osiguranje- Predstavništvo u Zvecanu Republic Fund for Health Insurance- Branch office in Zvecan	Healthcare insurance administration.	na	na	na	na	na	na

Republicki geodetski zavod, Sluzba za katastar nepokretnosti- Predstavnistvo u Zvecanu Republic Geodetic Authority, Real estate cadastre service- Branch office in Zvecan	Technical and administrative tasks related to state survey, land cadastre, real estate cadastre, utilities cadastre and registration of real estate rights, their maintenance and update.	na	na	na	Decision-making;  Technical assistance and advisory.	Big stake-  High influence	Gender aware
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Regional level							
Centar za socijalni rad, Mitrovica-Predstavništvo u Zvecanu Center for Social Work, Mitrovica-Branch office in Zvecan	Social protection services.	Wider range of social protection services; Formulation of social protection strategy; Publication of Bulletin on existing and planned social services.	na	na	Advisory.	Small stake-Low influence	Gender aware
Apotekarska ustanova, Mitrovica-Predstavništvo u Zvecanu Pharmaceutical Institute, Mitrovica-Branch office in Zvecan	Pharmaceutical services.	na	na	na	Advisory.	Small stake-Low influence	Gender aware
Local level							
Dom zdravlja Healthcare Centre	Primary healthcare services.	Engagement of additional highly qualified medical personnel; Improvement of the existing services, and introduction of the new ones; Procurement of new medical equipment; Procurement of new emergency and non-emergency transportation vehicles; Partially renovated facility.	na	Expansion of the scope of medical services; Replacement of old medical equipment; Replacement of old emergency and non-emergency transportation vehicles fleet; Renovation of facility.	Advisory.	Small stake-Low influence	Gender aware
Ustanova za predškolsko vaspitanje i obrazovanje 'Lane' Pre-school Education Institute 'Lane'	Kindergarten and pre-school education services.	Provision of services.	na	Renovation of facility. Replacement of old equipment.	Advisory.	Small stake-Low influence	Gender aware

Public Enterprises, Serbia- Serbian Administrative System							
Central level (on-going transformation)							
Javno produzece 'Putevi Srbije', Beograd- Predstavništvo u Zvecanu Public Enterprise 'Putevi Srbije', Belgrade- Branch office in Zvecan	Principal and regional roads- networks development, management and maintenance	Provision of network maintenance;	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake- Low influence	na
Javno produzece 'Zeleznice Srbije', Beograd- Predstavništvo u Zvecanu Public enterprise 'Zeleznice Srbije', Belgrade- Branch office in Zvecan	Principal and regional railroads- networks and services development, management and maintenance	Provision of network maintenance; Provision of transportation services;	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake- Low influence	na
Javno produzece 'Elektro-Kosmet', Mitrovica- Predstavništvo u Zvecanu Public enterprise 'Elektro-Kosmet', Mitrovica- Branch office in Zvecan	Power distribution- network development, management and maintenance.	Provision of power distribution services.	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Na	Na
Javno produzece 'Telekom', Beograd- Predstavništvo u Zvecanu Public enterprise 'Telekom', Belgrade- Branch office in Zvecan	Telecommunication s- fixed, mobile and internet services- network development, management and maintenance.	Provision of telecommunication services.	Networks development, management and maintenance.	Networks development, management and maintenance.	Technical assistance and advisory.	Na	na

Javno preduzece 'Posta Srbije', Beograd-Predstavništvo u Zvecanu Public Enterprise 'Post of Serbia', Belgrade-Branch office in Zvecan	Shipping and mailing services.	Provision of shipping and mailing services.	na	na	Technical assistance and advisory.	na	na
Javno preduzece 'Ibar', Beograd-Predstavništvo u Zvecanu Public Enterprise 'Ibar', Belgrade- Branch office in Zvecan	Development, management and maintenance of infrastructure and services: Water supply; Waste management-collection/ disposal; Public greenery and cemetery maintenance.	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Small stake-High influence	Gender aware
Holding 'Rudarsko metalursko hemijski kombinat Trepča AD Zvecan' Holding 'Mining, metallurgy and chemical complex Trepca AD Zvecan'	Mining, metallurgy and chemicals industry.	na	na	na	Technical assistance and advisory.	Big stake-high influence Note: Land tenure over 70% of municipal territory	Gender aware
Local level (on-going transformation)							
Javno komunalno preduzece 'Zvecan' Public Utility Enterprise 'Zvecan'	Development, management and maintenance of local road/ streets infrastructure.	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Small stake-High influence	Gender aware

Non-Governmental Organization's							
Registered- Kosovo administrative system							
'Pod srećnom zvezdom'	<p><u>Formal:</u> Non-formal education, healthcare, ethnic minorities, environmental protection.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Strengthening of capacities of non-governmental organizations in northern municipalities Kosovo to engage local communities in decision-making processes; Mobilizing, empowering and educating youth; Establishing of local volunteering network.	'Transparency- Way to success!' Support the local government responsiveness to the needs communities; Establish communication linkages between the local government, community, non-governmental organizations; in support of improve service delivery .	na	Advisory; Advocacy.	Small stake-High influence	Gender sensitive
'Udruženje za zaštitu dece i žene od zlostavljanja- Santa Marija'	<p><u>Formal:</u> Ethnic minorities, education.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Promotion of children's and women's rights; Support programs for vulnerable groups; Provision of non-formal education; Networking.	Support to the 'Centre for early development of children'; Support to the 'Centre for breast cancer counselling'; Support to development of code of ethics for the northern municipalities; Technical assistance and advisory to sport and cultural organizations.	na	Advisory; Advocacy.	Small stake-High influence	Gender sensitive
'Poslovno savetodavni centar'	<p><u>Formal:</u> Economy, ethnic minorities.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Support to SME development in northern municipalities. Support to agriculture development in northern municipalities. Capacity building and strengthening for retailers and producers of dairy products in northern municipalities; Awareness raising for local community on the dairy products in northern	na	na	Advisory; Advocacy.	Small stake-High influence	Gender sensitive

		municipalities.					
'Misija ljudi Zvečan'	<p><u>Formal:</u> Ethnic minorities, youth, children.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Contribution in development of non-governmental organizations' Promotion of civic cultural values; Promotion of cultural values; Contribution in improving the quality of education; Contribution in awareness rising of rural communities on environment and Disaster Risk Reduction and Prevention.</p>	<p>Conducting survey on adolescents and youth knowledge, attitudes and behaviours on Sexual and Reproductive Health and Gender- Based Violence; Foster care service and Communication for development framework programme- 1st phase.</p>	<p>Foster care service and Communication for development framework programme- 2nd phase.</p>	<p>Advisory; Advocacy.</p>	<p>Small stake- High influence</p>	<p>Gender sensitive</p>
'Kuca prijateljstva'	<p><u>Formal:</u> Culture, education, healthcare, human rights, ethnic minorities, environmental protection, sports.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Memorandum of understanding with Red Cross (Serbian) on training and awareness rising of children and youth on Disaster Risk Reduction and Prevention; Provision of sewing courses.</p>	<p>Training and awareness rising of children and youth on Disaster Risk Reduction and Prevention.</p>	<p>na</p>	<p>Advisory; Advocacy.</p>	<p>Small stake- Low influence</p>	<p>Gender sensitive</p>
'Centar za razvoj ljudskih potencijala'	<p><u>Formal:</u> Democratization, human rights.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Enhancing local dialogue; Awareness rising on woman employment.</p>	<p>na</p>	<p>na</p>	<p>Advisory; Advocacy.</p>	<p>Small stake- Low influence</p>	<p>Gender sensitive</p>

	<p><u>Formal:</u> Ethnic minorities, education.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>		na	na	Advisory; Advocacy.	Small stake- Low influence	Gender sensitive
'Asocijacija za lični trening, edukaciju, razvoj i osnaživanje'	<p>Ethnic minorities, education, sports.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Non-formal education for public and private sector.	na	na	Advisory; Advocacy.	Small stake- Low influence	Gender sensitive
'Faktor plus'	<p><u>Formal:</u> Education, sports.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Training and local sport activities.	na	na	Advisory; Advocacy.	Small stake- Low influence	Gender sensitive
'New Social Initiative'	<p><u>Formal:</u> Research.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Research and policy papers at local regional and international level.	na	na	Advisory; Advocacy.	Small stake- Low influence	Gender sensitive

International Organizations							
Representative offices							
United Nations Interim Administration	UN Security Council Resolution 1244- 10 June 1999: Police and justice; Civil administration; Democratization and institution building; and Reconstruction and economic development.	Monitoring of political and security situation; Grant program for public and civil sector; Funding of infrastructure projects.	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
United Nations Development Programme	Provision of expert advisory, training, and grants support, in the following areas: Inclusive growth; Sustainable development; Environment protection.	Strengthening the capacities of local institutions in delivering services- improving performance; Strengthening the capacities of private sector- improving performance and decreasing unemployment; Support to local agriculture and rural development; Public awareness for disaster risk reduction and prevention; Grant schemes.	Good governance programme- engagement of advisors for the mayors; Labour market program; Aid for trade programme- job creation in rural areas; Forestry programme- job creation with `Srbija sume`; Gender Based Violence (GBV) programme with five other UN agencies. Grant schemes.	Social housing programme; Gender Based Violence (GBV) programme with five other UN agencies. Grant schemes.	Technical assistance and advisory.	Small stake-High influence	Gender transformative
United Nations Children's Fund	Provision of humanitarian and development assistance to children and mothers.	Support to legislative and regulatory framework reform; Collaboration with non-governmental organizations and media in promoting and empowering the rights of children, adolescents and youth.	Human trafficking.	Early childhood development programme; Adolescents and youth programme; Grant schemes.	Technical assistance and advisory.	Small stake-High influence	Gender sensitive

United Nations Office of High Commissioner for Human Rights	Promotion and protection of human rights under international law.	Establishment of inter-institutional coordination mechanisms for addressing Gender Based Violence (GBV); Provision of support services for the victims of GBV, including shelter, counselling, legal aid and economic empowerment; Capacity strengthening activities to effectively respond to GBV cases, for police, non-governmental organizations; Formulation of local action plan for addressing GBV.	Addressing GBV in northern municipalities through the UNKT mechanism.	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
United Nations Office of High Commissioner for Refugees	Protection, support and assistance to refugees in their voluntary repatriation, local integration or resettlement to a third country.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
United Nations Population Fund	Improvement of reproductive health; Formulation of national strategies and protocols; Provision of supplies & services.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
Organization for Security and Co-operation in Europe	Arms control; Promotion of human rights; Freedom of the press; Fair elections.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive



**ANNEX 2:  
MUNICIPALITY OF ZUBIN POTOK  
Municipal Baseline Assessment**

Annex 2.1:	Rapid SWOT Analysis
Annex 2.2:	Municipal Self-Assessment- Survey findings
Annex 2.3:	Municipal Staff Skills Inventory- Survey findings (System summary)
Annex 2.4:	Register of Planning Documents
Annex 2.5:	Register of Capital Projects
Annex 2.6:	Register of Stakeholders

## Annex 2.1: Rapid SWOT Analysis

### MUNICIPALITY OF ZUBIN POTOK

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Spatial/ Sectoral/ Multi-sectoral Strategic/ Operational Products and Processes

<b>Strengths:</b>	<b>Weaknesses:</b>
Use of expired/ revoked statutory spatial planning documents, strategic/ operational i.e., Municipal Spatial Plan (MSP); General Urban Plan (GUP); Detailed Urban Plan (DUP) and Detailed Regulation Plan' (DRP); and Urban Design Projects (UDP's); in support of guiding public/ private development, in the following areas: - technical and transportation infrastructure; - residential, social and commercial facilities.	Drafting of the strategic/ operational outsourced to third parties;
Expired/ revoked statutory spatial planning documents, strategic/ operational implemented by the local government administration;	Expired/ revoked statutory spatial planning documents, strategic/ operational not compatible with Spatial Plan of Kosovo.
--	Expired/ revoked statutory spatial planning documents, strategic/ operational drafted with basic community engagement;
Valid (non) statutory operational sectoral planning documents i.e., Local Environmental Action Plan (LEAP); Municipal Plan for Energy Efficiency; formulated based on legislative framework of Kosovo, by non-governmental and international specialized agencies and with support of central government administration and the international community.	Lack of local government administration engagement and hence lack of ownership over the valid (non) statutory operational sectoral planning documents;
Use of (non) statutory operational sectoral planning documents for public investments by the local government administration and non-government administration.	--
<b>Opportunities:</b>	<b>Threats</b>
New decentralised planning instruments to be devised under the leadership of the municipality.	All planning, development and management decisions taken on the basis of outdated/ roughly estimated data and information;
--	Difficulties in locating patial/ sectoral planning, strategic frameworks, drafted by the central government administration;
--	Poor translation of strategic frameworks, in Serbian language.
A number of statutory strategic/ operational sectoral planning documents formulated by central government administration.	--

## Data and Information- Securing, Storing, Collecting, Sharing, Updating

Strengths	Weaknesses
--	Outdated population and housing data and information (Boycott of 2011 Kosovo Population and Housing census).
--	Lack of local government administration consolidated data and information system.
--	Demand driven sectoral data and information collection/ update;
Availability of data and information systems on technical and transportation infrastructure, and social facilities;	Lack of sectoral data and information management protocols.
Certain sex disaggregated data and information in the scope of sectoral data and information systems.	--
Availability of some data and information in the scope of expired/ revoked planning documents;	--
Availability of achieve of development conditions and construction permits.	--
Opportunities	Threats
Central government administration support for access and use of available sectoral data systems;	--
Support of international organizations for establishing new sectoral data and information systems;	--
Support of international organizations for establishing sectoral data and information management protocols.	--
--	Management of real estate cadastre by the Republic Geodetic Institute functioning according to Administrative system of Serbia.

## Legislative Frameworks- Laws, By-Laws, Regulations and Rule-books

Strengths:	Weaknesses:
Advanced knowledge on legislative frameworks for spatial/ sectoral planning, development and management; according to Administrative system of Serbia;	--
Limited knowledge on legislative frameworks for spatial/ sectoral planning, development and management; according to Administrative system of Kosovo;	Difficulties in locating most of the spatial/ sectoral planning, development and management legislative frameworks, in particularly Administrative Instructions (AIs), in the central government administration web-systems.
--	Poor translation of legislative frameworks, in particularly AI's, in Serbian language.
Opportunities:	Threat:
Support of central government administration and international organization in the application of legislative frameworks for spatial/ sectoral planning, development and management; according to Administrative system of Kosovo.	Application of legislative frameworks for spatial/ sectoral planning, development and management; according to Administrative system of Serbia.
Availability of spatial/ sectoral planning implementation and development guidelines in Serbian language.	--

## Human Resources- Formulation of Documents; Management of Processes

Strengths:	Weaknesses:
Large number of local government administration officers engaged in spatial/ sectoral planning and development and management with university education, diverse educational background and extended working experience;	Local government administration officers engaged in spatial/ sectoral planning and development and management, are employed by the administrative system of Serbia;
--	Most of local government administration officers engaged in spatial/ sectoral planning and development and management lack of terms of reference;
--	Some experience in data and information collection;
--	No experience with digital data geo-referencing;
--	Lack of experience with research methods;
Limited knowledge on mainstreaming gender in planning processes and documents;	--
Limited knowledge on participatory planning processes, and respective implementation;	--
Some experience in managing and supporting planning processes;	--
--	No experience in formulating planning documents;
--	No experience in formulating environmental assessments;
Limited experience in issuing development conditions and construction permits, and implementation supervision.	No experience in issuing environmental conditions and permits.
A number of officers have participated training and capacity building/ strengthening activities, organized in the framework of 'Rolling-out of MuSPP Toolbox';	--
Awareness on the additional training and capacity building/ strengthening needs related to formulation of documents and management of processes;	--
Opportunities	Threats
Local government administration reorganization about to take place.	Indefinite time-frame for local government administration integration/ reorganization.
--	Delayed implementation of EU-facilitated dialogue outcomes- delayed integration.

## Cooperation and Coordination

Strengths:	Weaknesses:
Some Inter-Municipal Cooperation (IMC)/ joint investments with neighbouring Serbian majority municipalities, in the following areas: - Capital projects- infrastructure and facilities; - Service delivery- education and healthcare; - Environmental planning and management.	Lack of cooperation and coordination with neighbouring Albanian majority municipalities;
Some cooperation/ coordination with central government administration, ministries and specialized agencies, in capital projects- infrastructure and facilities.	Unclear cooperation and coordination modalities with central government administration;
Opportunities:	Threat:
Cooperation and coordination with local and central government administration functioning according to Administrative system of Kosovo, in policy dialogue, legislation, planning and investments;	Cooperation and coordination with central government administration function according to Administrative system of Serbia, in policy dialogue, legislation, planning;
--	Cooperation and coordination highly depended on the outcome of EU-facilitated dialogue;
--	Politicised local communities;
--	Politicised non-governmental organizations.

## **Annex 2.2: Municipal Self-Assessment- Survey findings**

### **MUNICIPALITY OF ZUBIN POTOK**

#### **Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.

## A. DOCUMENTS

### 1. Are there any strategic spatial planning documents drafted?

#### Reference:

Municipal Development Plan (MDP), Urban Development Plan (UDP);  
Municipal Spatial Plan (MSP), General Urban Plan (GUP).

- Yes
- No

#### If YES,

Please present the title, the period of validity and the drafting authority/ entity:

#### Note/s:

All strategic spatial planning documents were drafted based on the spatial planning legislative framework of Yugoslavia, Serbia and Montenegro.

All strategic spatial planning documents have expired or are considered invalid due to entering into force of new spatial planning legislative framework of Serbia.

Register of strategic spatial planning documents:

- Municipal Spatial Plan (MSP), Zubin Potok, 1991 (expired/revoked);
- General Urban Plan (GUP), Zubin Potok, 1991 (expired/revoked);  
Institute for urban planning, Novi Sad, Vojvodina, Serbia.

#### See attached:

[Register of planning documents.](#)

#### If YES,

Please present the role and responsibilities of the municipality, if drafting outsourced:

MSP and GUP:

- Manage the administrative procedures;
- Formulate decisions for formulating and implementing strategic spatial planning documents;
- Formulate decisions for establishing municipal planning teams for strategic spatial planning documents.
- Formulate programmes for strategic spatial planning documents;
- Formulate terms of reference for consultancy;
- Manage strategic spatial planning programmes;
- Provide data and information available;
- Organize and provide support in data and information collection activities;
- Organize and manage sectoral events;
- Review strategic spatial planning documents and provided feedback.
- Organize and manage public review/ hearing/ debate on draft-strategic spatial planning documents.
- Review public review/ hearing/ debate reports and provide feedback.

#### If YES,

Please present the plan implementation degree, and monitoring extent, if defined:

MSP and GUP:

- No evaluation activities were conducted.
- No data/ information are available on the implementation degree for strategic spatial planning documents;
- No data/ information are available on the monitoring extent of implementation process for strategic spatial planning documents;
- No data/ information are available on the implementation of impact assessment for strategic spatial planning documents;
- No designated mechanisms are available for measuring the implementation degree, and monitoring extent for strategic spatial planning documents.

#### If YES,

Please present the plan evaluation outcome, if available:

n/a.

#### If NO,

Please elaborate on how you do manage spatial development:

Refer to section on operational spatial planning documents for details.

## 2. Are there any operational spatial planning documents drafted?

### Reference:

Urban Regulation Plan (URP);  
Detail Urban Plan (DUP).

Yes

No

### **If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

### **Note/s:**

All operational spatial planning documents were drafted based on the spatial planning legislative framework of Yugoslavia, Serbia and Montenegro.

All operational spatial planning documents have expired or are considered invalid due to entering into force of new spatial planning legislative framework of Serbia.

Register of operational spatial planning documents drafted:

- Detailed Urban Plan (DUP) for centre of Zubin Potok, 1992 (expired/revoked);
- Detailed Regulation Plans (DRP) for centre of Zubin Potok, 1992 (expired/revoked);  
Institute for urban planning, Novi Sad, Vojvodina, Serbia.

Register of operational spatial design documents drafted:

- Urban Design Project (UDP) for the memorial fountain in cultural facility square, Zubin Potok, 1992;
- Urban Design Project (UDP) for the cultural facility and square, Zubin Potok, 1992;  
Institute for urban planning, Novi Sad, Vojvodina, Serbia.

### **See attached:**

[Register of planning documents.](#)

### **If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

DUP and DRP:

- Manage the administrative procedures;
- Formulate decisions for formulating and implementing operational spatial planning documents;
- Formulate decisions for establishing municipal planning teams for operational spatial planning documents.
- Formulate programmes for operational spatial planning documents;
- Formulate terms of reference for consultancy;
- Manage operational spatial planning programmes;
- Provide data and information available;
- Organize and provide support in data and information collection activities;
- Organize and manage sectoral events;
- Review operational spatial planning documents and provided feedback.
- Organize and manage public review/ hearing/ debate on draft-operational spatial planning documents.
- Review public review/ hearing/ debate reports and provide feedback.

### **If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

DUP and DRP:

- No evaluation activities were conducted.
- No data/ information are available on the implementation degree for operational spatial planning documents;
- No data/ information are available on the monitoring extent of implementation process for operational spatial planning documents;
- No data/ information are available on the implementation of impact assessment for operational spatial planning documents;
- No designated mechanisms are available for measuring the implementation degree, and monitoring extent for operational spatial planning documents.

### **If YES,**

Please present the plan evaluation outcome, if available:

n/a.

### **If NO,**

Please elaborate on how you do manage spatial management- development conditions and construction

permits:

Private and public development is guided and supported by the government at the local level- housing and small commercial facilities; technical and transportation infrastructure and social facilities:

- Low pressure for spatial development and thus low demand for development conditions and construction permits.
- Such demands for spatial development are guided by the operational spatial planning documents (expired/ extended by the municipal assembly for an undisclosed period of time, respectively until the new ones are formulated).
- Implementation supervision is conducted by the administration at the local level.

Public development is guided and supported by the government at the central level and the international community- environmental conservation and restoration, technical and transportation infrastructure and social facilities:

- Intermediate pressure for spatial development and thus growing demand for development conditions and of construction permits.
- Such demands for spatial development are not based on the (expired) operational spatial planning documents.
- Development conditions for formulation of such projects, as well as construction permits for implementation of such projects are provided by the spatial planning authorities at the central level on ad-hoc basis.
- Implementation supervision is conducted by the government at the central level with support of the government at the local level.

### 3. Are there any strategic sectoral planning documents drafted?

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

- Yes
- No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

Register of strategic sectoral/ multi-sectoral planning documents drafted:

- Municipal Development Strategy 2013- 2017, Municipality of Zubin Potok, 2012; Institute for Territorial Economic Development (InTER)- Local NGO.
- Municipal Development Agenda 2006- 2009, Municipality of Zubin Potok, 2005; UNOPS, UNMIK Administration.
- Tourism Development Strategy 2015- 2020, Municipality of Zubin Potok, 2014; Municipality of Zubin Potok, United States Agency for International Development (USAID)/ Advancing Kosovo Together.
- Sectoral strategy for fruits and vegetables producing and processing 2014-2018, Zubin Potok 2013; Municipality of Zubin Potok, Kosovo Relief Committee (KRC)- Local NGO; International Development Association (IDA)- Local NGO.

**See attached:**

Register of planning documents.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a

**If YES,**

Please present the plan evaluation outcome, if available:

n/a

**If NO,**

Please elaborate on how you do manage sectoral development:

In the former-Yugoslavian system, sectoral planning and development was administered by the socially owned enterprises in accordance with provisions of legislative framework of Serbia i.e., Public Enterprise: Hydro-power plant 'Gazivode'.

Sectoral development is guided on ad-hoc basis.



**4. Are there any operational sectoral planning documents drafted?**

Reference:

Local Environmental Action Plan (LEAP).

- Yes  
 No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

Register of operational sectoral planning documents drafted:

- Local Environmental Action Plan 2017- 2020, Municipality of Zubin Potok, 2016;  
Municipality of Zubin Potok; Regional Environmental Centre;  
United States Agency for International Development (USAID)/ Advancing Kosovo Together;  
Community Development Fund (CDF)- Local NGO;  
The Mission of People of Good Will (MPGW)- Local NGO.
- Municipal Energy Efficiency Plan, 2015- 2018, Municipality of Zubin Potok, 2014;  
Municipality of Zubin Potok;  
United States Agency for International Development (USAID)/ Advancing Kosovo Together.

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**If NO,**

Please elaborate on how you do manage sectoral management:

In the former- Yugoslavian system, sectoral planning and development was administered by the socially owned enterprises in accordance with provisions of legislative framework of Serbia i.e., Public Enterprise: Hydro-power plant 'Gazivode'.

Sectoral management is managed on ad-hoc basis.

**5. Are there any strategic environmental assessments for spatial planning documents drafted?**

Reference:

Strategic Environmental Assessment (SEA).

- Yes  
 No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:

The Law on Strategic Environmental Assessment (for Plans and Programmes) and Environmental Impact Assessment (for Projects) were introduced in the environmental legislative framework of Serbia, for the first time, in 2004. Until then, the impact of planned development on the environment was not a legal requirement or a professional practice. However in the cases of major public development e.g., industrial production facilities; special environmental reports were drafted by the technology producers and operators, on the impact of such facility in the environment, which at the end were considered by the authorities at the central level, and ultimately environmental conditions and permits were issued i.e., Public Enterprise: Hydro-power plant 'Gazivode'.

**6. Are there any strategic environmental assessments for sectoral planning documents drafted?**

- Yes  
 No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment- environmental conditions and permits:

Please refer to answer under the question no. 5.

**Note/s:**

The importance of planning documents:

- spatial and sectoral planning is a responsibility/ competence of local administration;
- spatial and sectoral planning documents ensure organized and coordinated development and management;
- spatial and sectoral planning ensure improved quality of life quality and public services.

Challenges vis-a-vis drafting spatial/ sectoral planning documents and managing processes:

- fragile political and security situation;
- dual administrative system;
- cases of conflict of interest among certain administrative officers (representation in multiple capacity- local administration, international organization, non-governmental organization);
- ongoing administration reorganization and systematization process;
- highly politicised community and non-governmental organizations;
- relatively new and inexperienced human capacities- not informed on the past spatial/ sectoral planning systems or contents of past spatial/ sectoral planning documents;
- insufficient technical capacities and financial capacities;
- lack of participation in Population and Housing Census (2011)- lack of population and housing data and information;
- lack of access to sectoral data and information systems.

Challenges vis-a-vis managing constructions without permit:

- requests for treatment of constructions without permit were administered in accordance with provisions of legislative framework of Serbia;
- no requests were received in accordance with provisions of legislative framework of Kosovo.

Challenges vis-a-vis managing land and property:

- land and property issues- private and public i.e.,
- land tenure incompliance between the Kosovo/ Serbia registers;
- land tenure transformation data and information were not updated/ recorded in cadastre.

**Note/s:**

Non-statutory sectoral/ multi-sectoral planning documents- cooperation with non-governmental organizations:

Formulation of non-statutory short-term sectoral/ multi-sectoral planning documents was initiated and supported by the Government of Kosovo and international organizations operating in Kosovo, in the absence of statutory planning documents and local's administration readiness to initiate such processes

The process was initiated through an open call for grants to non-governmental organizations operating in the northern municipalities, as the only alternative for guiding development.

The beneficiaries of these grants were commonly were non-governmental organizations/ municipal officials, which at the same time were contracted by certain international organizations to provide technical assistance and advisory services to politically elected leaders. This, on one hand due close political affiliation with elected leaders, and the need for formalization of the document by the local assembly at the end of process; and on the other due to their relationship with certain local administration officers and facilitated access to data and information.

The action plans deriving from the non-statutory sectoral/ multi-sectoral planning documents do not necessarily represent development agendas and priorities for the local administration. Rather, they represent development interests of non-governmental organizations and political agendas of selected municipal elected leaders.

These processes were often associated with lack of transparency. In most of the cases, the local administration was not informed or engaged in such processes. However, it still supported them, by providing the respective non-governmental organizations with human and technical capacities available, throughout the activity cycle. Such an approach by the non-governmental organizations, has contributed to poor relationship with local administration.

At the end of the process, most of these documents were adopted by the municipal assembly, and pose grounds for sectoral investments, led by both, the local administration and the non-governmental organizations.

## B. PARTICIPATION AND GENDER

### 7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes
- No

#### If YES,

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

The public presentations, public debates and review periods for strategic/ operational spatial planning processes were conducted in the course of respective formulation, in between 90's and late 2000's, accordance with spatial planning legislative framework of Yugoslavia/ Serbia and Montenegro.

Mainstreaming gender requirements in spatial, sectoral/ multi-sectoral planning documents was not considered.

#### If YES,

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

There are no data/ information/ reports available.

#### See attached:

[Register of stakeholders.](#)

#### If YES,

Please specify the overall number of participants in the process if available:

There are no data/ information/ reports available.

#### If YES,

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

There are no data/ information/ reports available.

#### If NO,

Please elaborate:

n/a.

### 8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes
- No

#### If YES,

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

#### If YES,

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

#### See attached:

[Register of stakeholders.](#)

#### If YES,

Please specify the overall number of participants in the process if available:

n/a.

#### If YES,

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

#### If NO,

Please elaborate:

No strategic/ operational sectoral planning processes were conducted with inclusive and gender sensitive participatory approaches/ public engagement.

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

Yes

No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

**If YES,**

Please specify the overall number of participants in the process if available:

n/a.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

No strategic environmental assessment processes for strategic spatial or sectoral planning documents were conducted.

**Note/s:**

Challenges vis-a-vis engaging local communities and broad public in spatial and sectoral planning processes:

- Lack of trust vis-a-vis the local/ central administrations functioning under administrative systems of Kosovo/ Serbia;
- Lack of trust vis-a-vis the local non-governmental organizations, including political parties, and international organizations, due to eventual unclear agendas.

Benefits vis-a-vis engaging local communities and broad public, including non-governmental organizations in future spatial and sectoral planning processes:

- different viewpoints;
- awareness on different needs and requirements;
- sense of ownership over the processes and products;
- leverage for effective implementation.

### C. HUMAN CAPACITIES- TO DRAFT

#### 10. What is the capacity to draft strategic spatial planning documents available at the municipal level?

Reference:

Municipal Development Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

Total: Ten officers.

(Among ten officers employed by the Administrative system of Serbia, 2 officers represent also elected councillors in the municipal assembly, functioning according to Administrative system of Kosovo).

Administrative systems of Kosovo (K):

- 1 male- 1 female.

Administrative system of Serbia (S):

- 7 male- 3 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 1 female (w/ 3, 6, years of working experience).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ 37 years of working experience);
- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 2 female (w/ 3, 6, years of working experience);
- Civil engineering: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 21, 36, years of working experience);
- Telecomm engineering: 1 male- 0 female (w/ 20 years of working experience);
- Economics: 1 male- 0 female (w/ 32 years of working experience);
- Legal studies: 1 male- 0 female (w/ 6 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ university diploma);
- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 2 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ secondary school leaving certificate);
- Telecomm engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Economics: 1 male- 0 female (w/ university diploma);
- Legal studies: 1 male- 0 female (w/ university diploma).

**Note/s:**

The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.

Up-to-date no capacities were engaged in processes of formulating strategic spatial planning documents.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:  
Total: Ten officers.

Training and capacity strengthening in the following areas:

- Sectoral planning institutional frameworks- institutional roles and responsibilities;
- Sectoral and integrated planning legislative frameworks- administrative processes and procedures;
- Sectoral and integrated planning strategic frameworks- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local strategic spatial planning documents with local sectoral strategic spatial planning documents;
- Linking local strategic spatial planning documents with subsidiary strategic spatial and sectoral planning documents;
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner w/ working experience in formulating sectoral and integrated strategic planning documents and issuing planning extracts;

GIS officer w/ working experience in developing, managing and maintaining sectoral and integrated planning database.

**Note/s:**

The current staff employed is sufficient in terms of quality.

The department needs to be established and terms of reference of the existing staff needs to be adjusted according to Administrative system of Kosovo.

**11. What is the capacity to draft operational spatial planning documents available at the municipal level?**

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

Total: Ten officers.

(Among ten officers employed by the Administrative system of Serbia, 2 officers represent also elected councillors in the municipal assembly, functioning according to Administrative system of Kosovo).

Administrative systems of Kosovo (K):

- 1 male- 1 female.

Administrative system of Serbia (S):

- 7 male- 3 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 1 female (w/ 3, 6, years of working experience).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ 37 years of working experience);
- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 2 female (w/ 3, 6, years of working experience);
- Civil engineering: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 21, 36, years of working experience);
- Telecomm engineering: 1 male- 0 female (w/ 20 years of working experience);
- Economics: 1 male- 0 female (w/ 32 years of working experience);
- Legal studies: 1 male- 0 female (w/ 6 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ university diploma);
- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 2 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ secondary school leaving certificate);
- Telecomm engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Economics: 1 male- 0 female (w/ university diploma);
- Legal studies: 1 male- 0 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.*

*Up-to-date no capacities were engaged in processes of formulating operational spatial planning documents.*

*The below presented capacity refers to the same capacity presented in under question 10.*



**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Ten officers.

Training and capacity strengthening in the following areas:

- Sectoral planning (including construction) institutional frameworks- institutional roles and responsibilities;
- Sectoral and integrated planning (including construction) legislative frameworks- administrative processes and procedures;
- Sectoral and integrated planning (including construction) operational frameworks- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local operational spatial planning documents with local strategic spatial planning documents;
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner// Architect w/ working experience in formulating sectoral and integrated operational planning documents, issuing development conditions and construction permits.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

Reference:

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

Total: One officer.

Administrative system of Kosovo (K):

- No capacity available.

Administrative system of Serbia (S):

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- No capacity available.

Administrative system of Serbia (S):

- Landscape engineering: 0 male- 1 female (w/ 23 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- No capacity available.

Administrative system of Serbia (K):

- Landscape engineering: 0 male- 1 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.*

*Up-to-date no capacities were engaged in formulating strategic environmental assessments.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: One officer.

Training and capacity building in the following areas:

- Environmental planning/ management institutional framework- institutional roles and responsibilities;
- Environmental planning/ management legislative framework- administrative processes and procedures;
- Environmental planning/ management strategic framework- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local SEA's for spatial and sectoral planning documents with subsidiary SEA's for spatial and sectoral planning documents;
- Linking EIA's for spatial and sectoral projects with SEA's for spatial and sectoral planning documents
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Environmental officer w/ working experience in formulating strategic environmental assessment documents for sectoral and integrated plans and programmes, issuing environmental conditions and environmental/integrated permits.

#### D. HUMAN CAPACITIES- TO MANAGE PROCESSES

##### 13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?

###### Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Ten officers.

(Among ten officers employed by the Administrative system of Serbia, 2 officers represent also elected councillors in the municipal assembly, functioning according to Administrative system of Kosovo).

Administrative systems of Kosovo (K):

- 1 male- 1 female.

Administrative system of Serbia (S):

- 7 male- 3 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 1 female (w/ 3, 6, years of working experience).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ 37 years of working experience);
- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 2 female (w/ 3, 6, years of working experience);
- Civil engineering: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 21, 36, years of working experience);
- Telecomm engineering: 1 male- 0 female (w/ 20 years of working experience);
- Economics: 1 male- 0 female (w/ 32 years of working experience);
- Legal studies: 1 male- 0 female (w/ 6 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ university diploma);
- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 2 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ secondary school leaving certificate);
- Telecomm engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Economics: 1 male- 0 female (w/ university diploma);
- Legal studies: 1 male- 0 female (w/ university diploma).

###### Note/s:

The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.

The above presented capacity refers to the same capacity presented in under question 10.

###### Are there any capacity gaps?

###### If YES,

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Ten officers.

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic planning and development management processes;
- Coordination and cooperation for managing strategic planning and development management processes;
- Stakeholder planning for managing strategic planning and development management processes;
- Use of GIS software applications for managing strategic planning and development management processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Legal officer w/ working experience in supporting integrated and sectoral strategic planning and development management processes.

**Note/s:**

The current staff employed is sufficient in terms of quality.

The department needs to be established and terms of reference of the existing staff needs to be adjusted according to Administrative system of Kosovo.

**14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Ten officers.

(Among ten officers employed by the Administrative system of Serbia, 2 officers represent also elected councillors in the municipal assembly, functioning according to Administrative system of Kosovo).

Administrative systems of Kosovo (K):

- 1 male- 1 female.

Administrative system of Serbia (S):

- 7 male- 3 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 1 female (w/ 3, 6, years of working experience).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ 37 years of working experience);
- Tourism: 1 male- 0 female (w/ 26, years of working experience);
- Architecture: 0 male- 2 female (w/ 3, 6, years of working experience);
- Civil engineering: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 21, 36, years of working experience);
- Telecomm engineering: 1 male- 0 female (w/ 20 years of working experience);
- Economics: 1 male- 0 female (w/ 32 years of working experience);
- Legal studies: 1 male- 0 female (w/ 6 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

- Spatial planning: 0 male- 1 female (w/ university diploma);
- Tourism: 1 male- 0 female (w/ university diploma);
- Architecture: 0 male- 2 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ secondary school leaving certificate);
- Telecomm engineering: 1 male- 0 female (w/ secondary school leaving certificate);
- Economics: 1 male- 0 female (w/ university diploma);
- Legal studies: 1 male- 0 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*The above presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Ten officers.

Training and capacity building activities in the following areas:

- Tools and techniques for managing operational planning and development management processes;
- Coordination and cooperation for managing operational planning and development management processes;
- Stakeholder planning for managing operational planning and development management processes;
- Use of GIS software applications for managing operational planning and development management processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Legal officer w/ working experience in managing integrated and sectoral operational planning and development management processes.

Architect w/ working experience in reviewing integrated and sectoral activities- programmes and projects.

**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: One officer.

Administrative system of Kosovo (K):

- No capacity available.

Administrative system of Serbia (S):

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- No capacity available.

Administrative system of Serbia (S):

- Landscape engineering: 0 male- 1 female (w/ 23 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- No capacity available.

Administrative system of Serbia (K):

- Landscape engineering: 0 male- 1 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*Up-to-date no human capacities were engaged in managing strategic environmental assessment processes- monitoring.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: One officer.

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic environmental assessment processes;
- Coordination and cooperation for managing strategic environmental assessment processes;
- Stakeholder planning for managing strategic environmental assessment processes;
- Use of GIS software applications for managing strategic environmental assessment processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

n/a.

**E. DATA AND INFORMATION**

**16. Has the municipality ever conducted qualitative and quantitative data and information research (including sex disaggregated when applicable)?**

- Yes
- No

**If YES,**

Please specify the process/es and the purposes:

The municipality has limited experience in conducting qualitative and quantitative data and information research;

The municipality has provided technical support in the course of strategic/ operational planning processes.

**17. Has the municipality ever conducted digital data geo-referencing?**

- Yes
- No

**If YES,**

Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other: n/a.

**If NO,**

Please elaborate:

The municipality has never conducted digital data geo-referencing due to lack of human, technical and financial capacities.

**18. Has the municipality ever established a consolidated data and information system (including sex disaggregated when applicable)?**

- Yes
- No

**If YES**

Please specify the data and information available:

n/a.

**If YES,**

Please specify the software, e.g. GIS system, Geo-Media system, Other:

n/a.

**If NO,**

Please elaborate:

The municipality has never established a consolidated data and information system due to lack of human, technical and financial capacities.



**Note/s:**

The municipal administration:

The department for urbanism/ urban planning, housing and utility, and property affairs, functioning under the Administrative system of Serbia has a complete archive of development conditions and construction permits issued.

The department for social, general and common affairs, functioning under the Administrative system of Serbia, produces/ collects and updates annually the following data and information:

- Population, social facilities and services i.e., education, healthcare, social protection, youth, culture, sports, etc.

The department for social, general and common affairs, has also direct access to the available data and information produced/ collected and updated by the following institutions, functioning under the Administrative systems of Kosovo and Serbia:

- Centre for Social Work;
- Centre for Employment Services;
- Office for Internally Displaced Persons and Refugees;
- Office for Communities;
- Office for Social Issues.

Planning documents:

The local administration has formulated a number of statutory and non-statutory spatial, sectoral/ multi-sectoral planning documents which include some data and information.

Data and information available:

- Physical geography i.e., geomorphology, hydrology, pedology, climate;
- Natural resources i.e., biotic and a-biotic;
- Demography i.e., population, employment/ unemployment (certain sex disaggregated data);
- Economy i.e., agriculture, industry, trade and commerce, tourism;
- Social facilities and services i.e., education, healthcare, social protection, youth, culture, sports, etc.
- Technical infrastructure and services i.e., water, waste-water, power, telecommunications;
- Transportation Infrastructure and services i.e., roads/ streets, railroads;
- Environmental pollutants i.e., air, noise, land/ soils, water; including solid waste.
- Land-use/ zoning designation, including land-use designation balance (detailed data);
- Land-use/ zoning regulation (detailed numeric and graphical data- maps).

Data and information presentation:

- Certain data and information distributed through-out the description;
- Certain data and information presented in matrix format.

Data and information sources:

- No data sources references/ collection periods.

The last Kosovo population and housing census took place in 2011- it was boycotted by the Serbian majority municipalities in Kosovo.

The last Serbia population and housing census took place in 2001 and 2011- it excluded Kosovo.

The last Yugoslavia population and housing census took place in 1991- it covered Kosovo and Serbia.

**19. Is there a continuous data and information system update?**

/■ Yes

/■ No

**If YES,**

Please specify the update frequency:

The municipal departments, excluding the department for social, general and common affairs, update data and information systems randomly/ unsystematically- annually/ bi-annually, as necessary for the certain purpose.

**If NO,**

What are the sources of data and information used by the municipality:

The municipal administration uses data provided by the administrative systems of Kosovo and Serbia.

Administrative system of Kosovo:

- Non-governmental organizations;
- International organizations- representative offices.

Administrative system of Serbia (no direct access to databases):

- Central and regional governments (de-concentrated)- ministries and specialized agencies;
- Central and regional public enterprises/ utility companies.

**20. Is there a department responsible to manage and maintain data and information system?**

Yes

No

**If YES,**

Please specify the department:

n/a.

**If NO,**

Please elaborate:

There is no single municipal department responsible for managing and maintaining data and information systems.

Each municipal department is responsible for developing, managing and maintaining sectoral data and information systems, commonly in Microsoft Word and Excel formats.

## F. LEGISLATIVE FRAMEWORK

### 21. Is the municipality informed on the spatial planning and development management legislative framework?

Reference:

Law on Spatial Planning and related Administrative Instructions (AIs).

Yes

No

**If YES,**

Please specify the level of understanding:

Good- informative basic

Sufficient

**If NO,**

Please elaborate:

The municipal departments are mainly administered based on the administrative system of Serbia, the respective legislative frameworks- including laws, by-laws, regulations and rule-books.

Up-to-date, the municipal administration is not informed formally on the on the Kosovo administrative system, respective legislative frameworks.

Information on the Kosovo administrative system, respective legislative frameworks, were gained from the training activities organized within the frame of 'Rolling-out of the MuSPP toolbox' by UN-Habitat.

Informally, the municipal administration has encountered difficulties in finding legislative frameworks, in particularly the AIs, in the web-page of Ministry of Environment and Spatial Planning; in understanding them due to conflicting provisions and due to language errors in the Serbian versions.

**Note/s:**

In addition, the municipal administration has encountered difficulties in finding spatial/ sectoral planning strategic frameworks formulated based on the same legislative framework in Serbian language.

### 22. Is the municipality informed on construction management legislative framework?

Reference:

Law on construction and related AIs; Law on treatment of building without permit and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

### 23. Is the municipality informed on the sectoral planning and development management legislative framework?

Reference:

Law on agricultural land and related AIs; Law on road infrastructure and related AIs;

Law on economic zones and related AIs; Other.

Yes

No

**If YES,**

Please specify the level of understanding:

Good- basic/ almost none- no need for use

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

**24. Is the municipality informed on the environmental planning and management legislative framework?**

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;

Law on Environmental Impact Assessment and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

## G. FUNDING

**25. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational spatial planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

The municipal departments are not established/ consolidated yet, due to lack of internal organization and systematization of work places in accordance with Kosovo administrative system, respective legislative frameworks.

There is budget planning only for operational expenditures, including healthcare and education.

There is no budget allocated for developing strategic/ operational spatial planning documents and processes (incl. public engagement) or for drafting and implementing capital investment projects.

However, certain activities within the framework of developing strategic/ operational spatial planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

Whereas, as far as concerning the formulation and implementation of capital investment projects, each should project should undergo a case-by-case review and consent to the Ministry of Local-Government Administration/ Ministry of Finance, prior to being approved by the municipality.

**26. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational sectoral planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic/ operational sectoral planning documents and processes (incl. public engagement).

However, certain activities within the framework of developing strategic/ operational sectoral planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

**27. Is there any earmarked budget allocated for developing gender-responsive strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement).

However, certain activities within the framework of developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

## H. COOPERATION AND COORDINATION

### Local level- neighbouring municipalities

**28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?**

Yes

No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:

Water-supply network;

- Municipalities of Mitrovica North, Zvecan;
  - Construction of regional water-supply system.  
Supported technically and financially by European Union Office in Kosovo.

Waste management:

- Municipalities of Mitrovica North, Zvecan, Leposavic;
  - Site preparation and construction of regional sanitary waste disposal site/ landfill in the Municipality of Zvecan.  
Supported technically and financially by European Union Office in Kosovo.

Environmental management:

- Municipalities of Mitrovica North, Zvecan, Leposavic;
  - Formulation of 'regional' Local Environmental Action Plan/s (LEAP's).  
Supported technically and financially by Regional Environmental Centre (REC).

The mayor's office and the department for urbanism/ urban planning, housing and utility, and property affairs; are responsible for institutional coordination/ cooperation with other authorities/ entities in the area of technical and transportation infrastructure and services.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

n/a.

**29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?**

Yes

No

**If YES,**

Please specify the area/s (plus numbering), the authority/ies and the outcome so far:

Healthcare and education:

- Municipalities of Mitrovica North, Zvecan, Leposavic;
  - Service delivery.

**If NO,**

Please specify the key issues preventing such a financial and operational partnership:

n/a.

**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

Yes

No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

Interested/ committed in teaming-up w/ municipalities in the 'region', in particularly with Mitrovica North, Zvecan, Leposavic:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities;
- Service delivery- healthcare; education; social protection; culture, youth and sports; public transportation; economic development, and sectoral and integrated planning and management.

Interested/ committed in teaming-up w/ majority Serbian municipalities in Kosovo:

- Service delivery- healthcare; education; social protection; culture, youth and sports.

Interested/ committed in teaming-up w/ neighbouring municipalities in Kosovo:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities.

Interested/ committed in teaming-up w/ neighbouring municipalities in Serbia:

- Joint capital investments- technical infrastructure; transportation infrastructure;
- Service delivery- healthcare; education; social protection; culture, youth and sports; economic development.

**Note/s:**

*Preferably under the framework of the Association of Serb majority Municipalities (ASM)- soon-to-be established.*

**If NO,**

Please specify the reasoning:

n/a.

**Central level- central and regional service/ utility providers**

**31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?**

- Yes
- No

**If YES,**

Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:

Public enterprises- Central level:

Principal and regional roads-networks development, management and maintenance:

- Public Enterprise 'Putevi Srbije', Belgrade- Branch office in Zubin Potok.

Power-generation and supply- facility development, management and maintenance:

- Public Enterprise- Hydro-power plant 'Gazivode'.

Power distribution-networks development, management and maintenance:

- Public Enterprise 'Elektro- Kosmet', Mitrovica- Branch office in Zubin Potok.

Telecommunications- fixed, mobile and internet services- networks development, management and maintenance:

- Public Enterprise 'Telekom', Belgrade- Branch office in Zubin Potok.

Shipping and mailing services:

- Public Enterprise 'Post of Serbia', Belgrade- Branch office in in Zubin Potok.

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'Directorate for construction land, roads and development', Belgrade- Branch office in Zubin Potok.

Water-supply system/ supply with bulk water for the needs of economy- industry, including power generation, water-supply companies, agriculture:

- Public Enterprise 'Ibar Lepenac', Belgrade- Branch office in in Zubin Potok.

Forest management:

- Public Enterprise 'Srbijasume', Belgrade- Branch office in in Zubin Potok.

Public Enterprises- Local level:

Development, management and maintenance of local road/ streets infrastructure:

- Public Enterprise 'Stari Kolasin'.

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'Ibar'.

Food production chain management- production, processing, distribution:

- Public Enterprise- Agricultural cooperative 'Zubin Potok'.

**See attached:**

[Register of stakeholders.](#)

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Coordination, cooperation and joint activities with central level- central and regional service/ utility providers, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.



**Central level- ministries and specialized agencies**

**32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a dialogue:

n/a.

**If NO,**

Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:

Coordination, cooperation and joint activities with authority/ies at the central level- ministries and specialized agencies, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

**33. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies (plus number of municipal and central officials involved) and the outcome of such a coordination/ cooperation:

Budget planning:

- Ministry of Finance, and Ministry of Local-Government Administration;
- Approval of budget, and capital investment projects.

Capital projects:

Government at the central level

Ministry of infrastructure:

- n/a.

Ministry of environment and spatial planning:

- n/a.

Ministry of health:

- Healthcare facilities.

Ministry of culture, youth and sports:

- n/a.

Ministry of labour and social welfare:

- Residential detached units.

Ministry of education, science and technology:

- n/a.

Ministry for communities and return:

- Residential detached units.

Ministry of local government administration:

- Roads and streets infrastructure.

International organizations

European Union Office in Kosovo:

- Environmental protection; Healthcare facilities; Commercial facilities; Road infrastructure.

International Organization for Migration:

- Environmental protection; Public spaces.

**See attached:**

[Register of capital projects.](#)

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Coordination, cooperation and joint activities with authority/ies at the central level- ministries and specialized

agencies, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

**34. How do you assess current local-central policy dialogue, development, coordination of planning functions?**

- Excellent
- Good
- Fair
- Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

Central level- central and regional service/ utility providers:

- Institutional coordination and cooperation on provision of services;
- Institutional coordination and cooperation on implementation of capital investment projects;
- Funding/ joint funding, development and implementation of capital investment projects.

Central level- ministries and specialized agencies:

- Institutional coordination and cooperation on sectoral and integrated planning legislative framework reform, and advisory and support on sectoral and integrated planning legislative framework enforcement;
- Institutional coordination and cooperation on sectoral and integrated strategic and operational planning framework development, and advisory and support on sectoral and integrated planning framework enforcement;
- Institutional coordination and cooperation on budget planning;
- Funding/ joint funding, development and implementation of capital investment projects.

**Respondents:**

Razvigor Rakic, Lawyer;  
Vesna Andric, Spatial planner;  
Radmila Kapetanovic, Lawyer;  
Srdjan Vucinic, Councillor- Municipal Assembly;  
Dejan Radojkovic, Head of administration/ personnel.

**Municipal Self-Assessment Survey:**

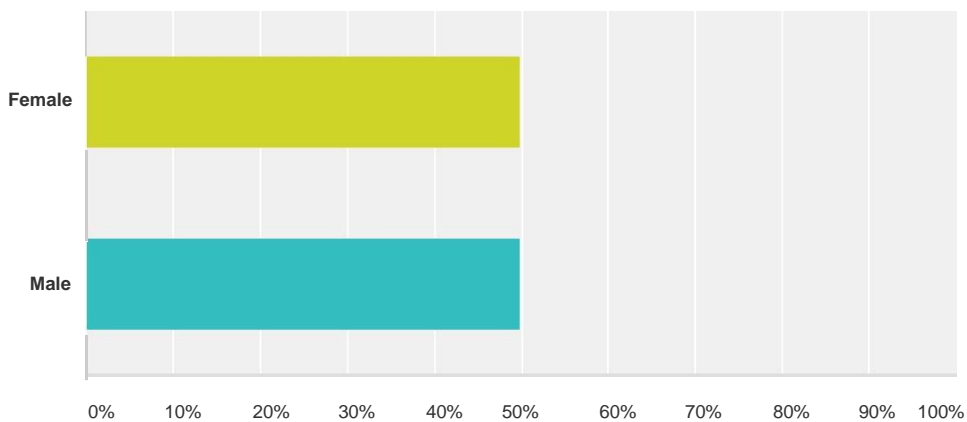
Zubin Potok, December 2016

**Focus Group:**

Zubin Potok, February 2017

### Q1 What is your gender?

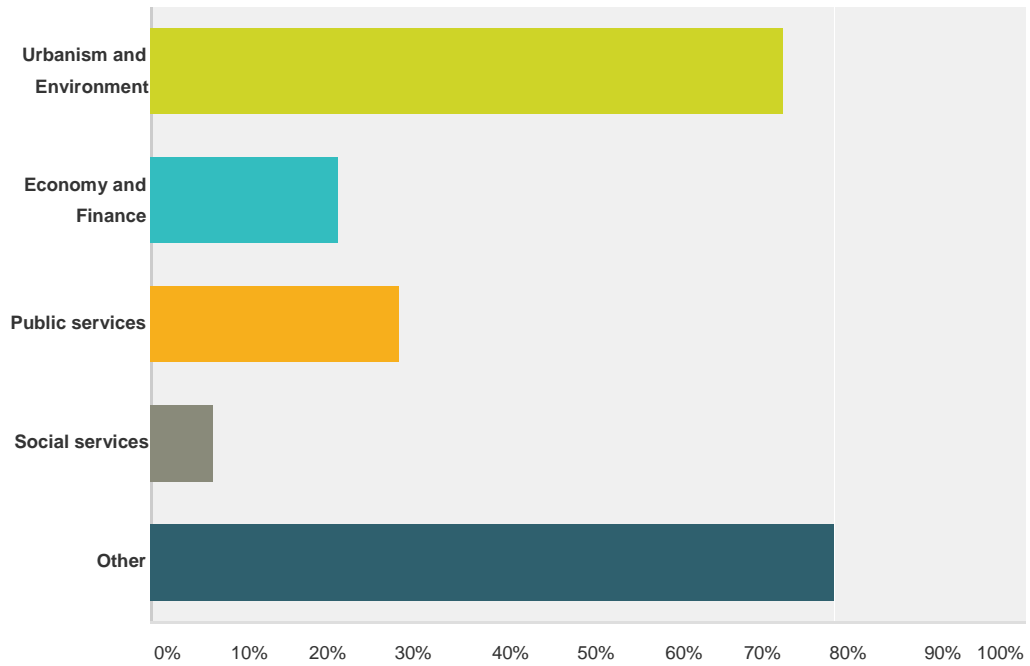
Answered: 14 Skipped: 0



Answer Choices	Responses
Female	50.00% 7
Male	50.00% 7
<b>Total</b>	<b>14</b>

## Q2 What is your Department/Unit?

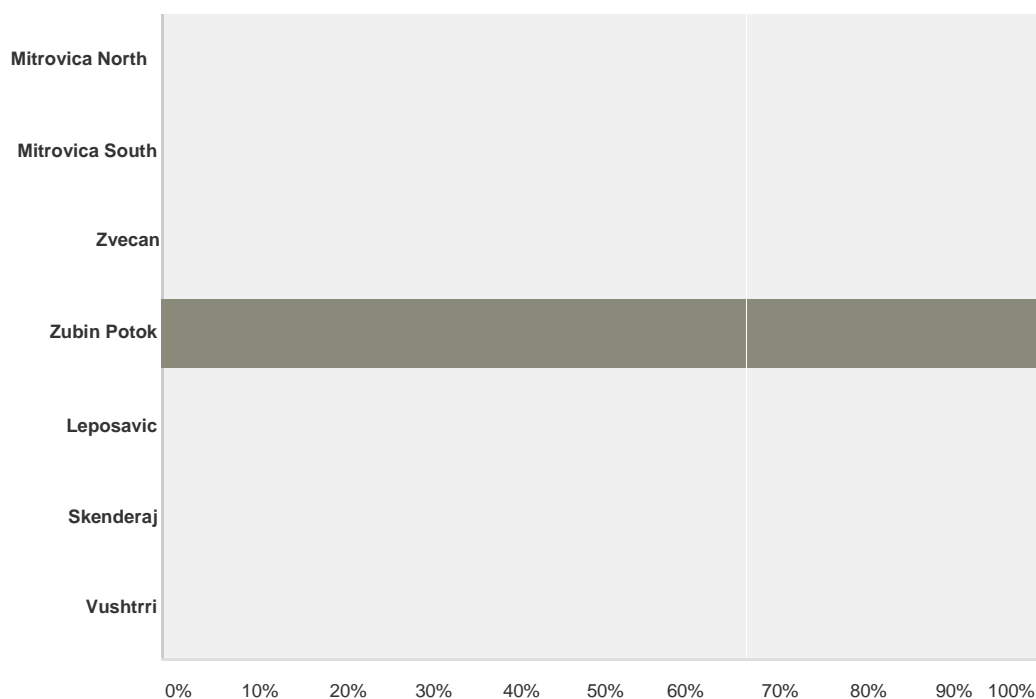
Answered: 14 Skipped: 0



Answer Choices	Responses	
Urbanism and Environment	71.43%	10
Economy and Finance	21.43%	3
Public services	28.57%	4
Social services	7.14%	1
Other	78.57%	11
<b>Total Respondents: 14</b>		

### Q3 Please select your Municipality:

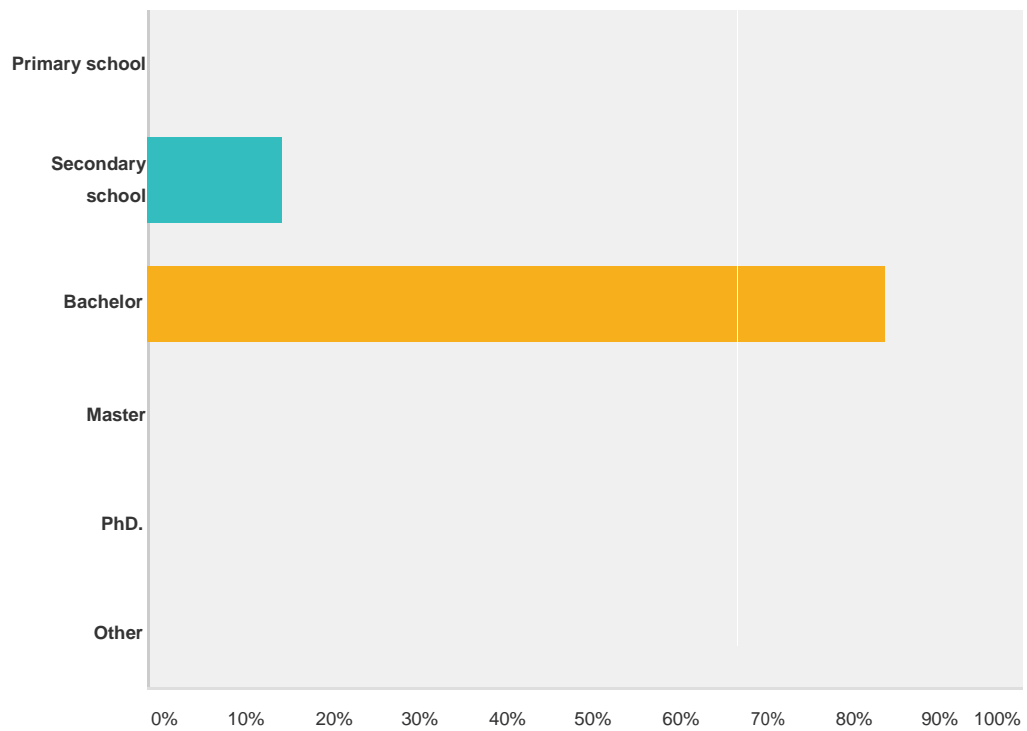
Answered: 14 Skipped: 0



Answer Choices	Responses	
Mitrovica North	0.00%	0
Mitrovica South	0.00%	0
Zvecan	0.00%	0
Zubin Potok	100.00%	14
Leposavic	0.00%	0
Skenderaj	0.00%	0
Vushtrri	0.00%	0
<b>Total</b>		<b>14</b>

### Q4 What is your highest level of formal education obtained:

Answered: 13 Skipped: 1



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	15.38%	2
Bachelor	84.62%	11
Master	0.00%	0
PhD.	0.00%	0
Other	0.00%	0
<b>Total</b>		<b>13</b>

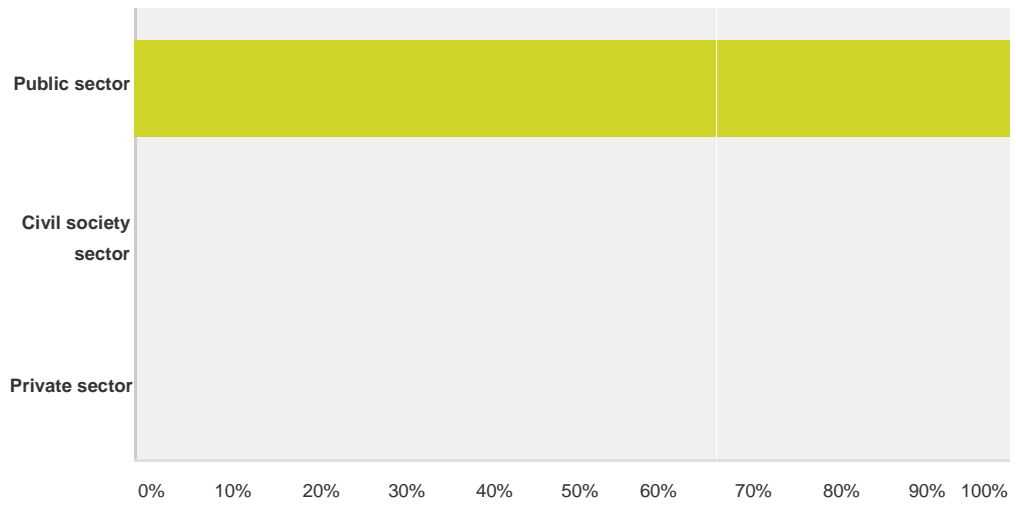
## Q5 What is your main field of study?

Answered: 14 Skipped: 0

#	Responses	Date
1	<b>Agriculture</b> Agriculture.	3/13/2017 11:35 AM
2	<b>Economy</b> Economy.	3/13/2017 11:24 AM
3	Landscape design and engineering.	3/13/2017 11:06 AM
4	<b>Civil engineering</b> Civil engineering.	3/13/2017 10:59 AM
5	Mechanical engineering.	3/13/2017 10:55 AM
6	Telecommunications.	3/13/2017 10:50 AM
7	<b>Architecture</b> Architecture.	3/13/2017 10:42 AM
8	<b>Law</b> Legal studies.	3/13/2017 10:41 AM
9	Geography-Tourism	3/13/2017 10:36 AM
10	Mechanical engineering	3/13/2017 10:35 AM
11	<b>Civil engineering</b> Civil engineering.	3/13/2017 10:33 AM
12	<b>Architecture</b> Architecture.	3/13/2017 10:32 AM
13	Spatial planning.	3/13/2017 10:30 AM
14	<b>Law</b> Legal studies.	3/13/2017 10:28 AM

**Q6 Please select sectors of your professional experience.**

Answered: 14 Skipped: 0

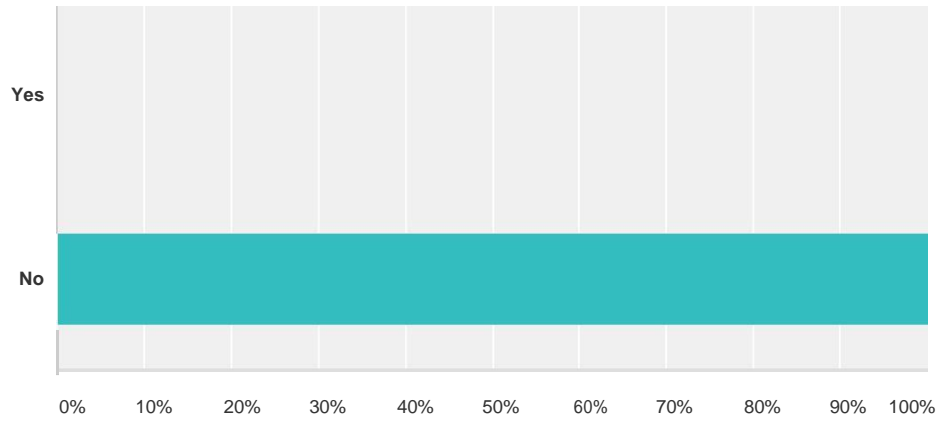


Answer Choices	Responses	
Public sector	100.00%	14
Civil society sector	0.00%	0
Private sector	0.00%	0
<b>Total</b>		<b>14</b>



### Q7 Have you ever been involved in any activity related to planning processes?

Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	14
<b>Total</b>		<b>14</b>

**Q8 If yes, please select applicable options:**

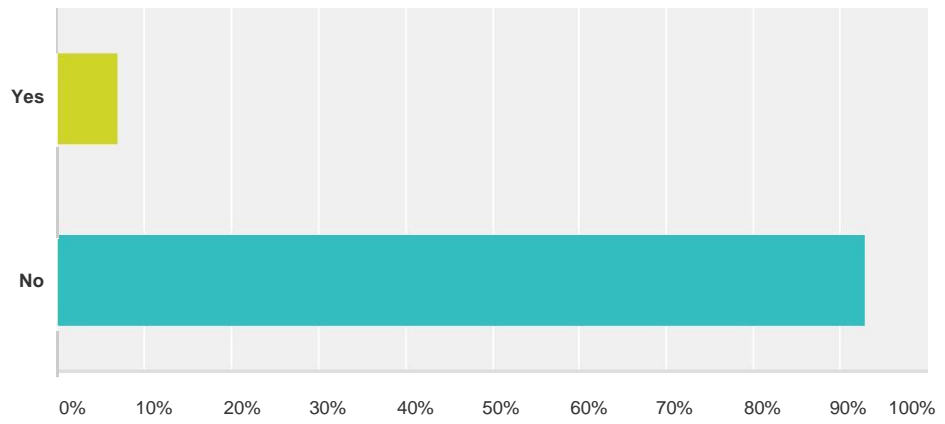
Answered: 0 Skipped: 14

! No matching responses.

Answer Choices	Responses
Research (collection and analysis of data)	0.00% 0
Drafting	0.00% 0
Commenting/Reviewing	0.00% 0
Implementation	0.00% 0
Monitoring and evaluation	0.00% 0
Communication	0.00% 0
Coordination	0.00% 0
Other	0.00% 0
<b>Total Respondents: 0</b>	

**Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?**

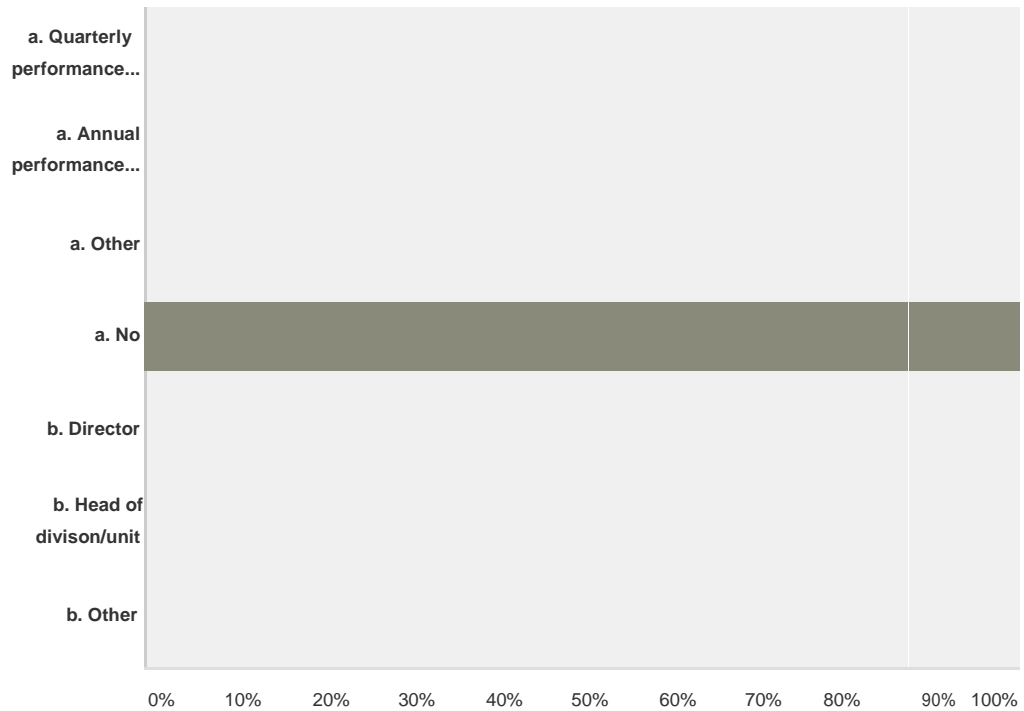
Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	7.14%	1
No	92.86%	13
<b>Total</b>		<b>14</b>

**Q10 How and by whom is your job performance evaluated?**  
**Please select one option under a. and if applicable select one under b.**

Answered: 14 Skipped: 0



Answer Choices	Responses	
a. Quarterly performance assessment	0.00%	0
a. Annual performance assessment	0.00%	0
a. Other	0.00%	0
a. No	100.00%	14
b. Director	0.00%	0
b. Head of divison/unit	0.00%	0
b. Other	0.00%	0
<b>Total Respondents: 14</b>		

**Q11 What is your level of satisfaction with the current methods of performance evaluation?  
(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**

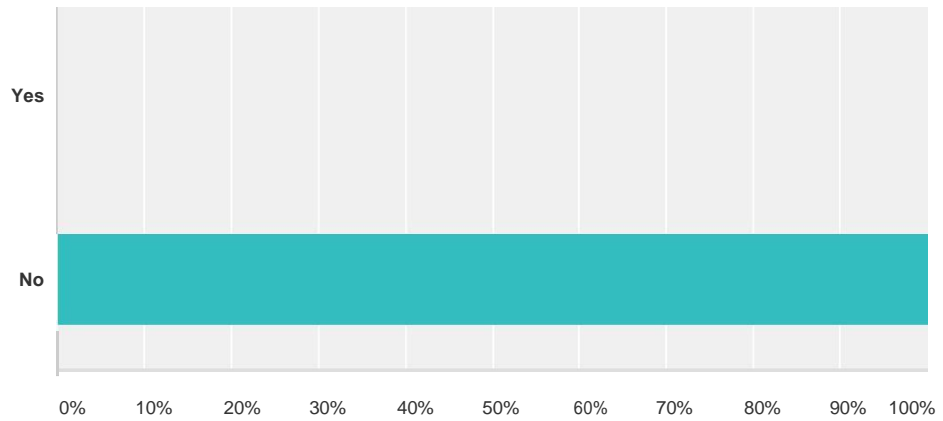
Answered: 0 Skipped: 14

! No matching responses.

Answer Choices	Responses	
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	0.00%	0
<b>Total</b>		<b>0</b>

**Q12 Is there any incentive for employees  
(e.g. acces to training facilities, opportunity to share experiences, study visits, change of job position etc)?**

Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	14
<b>Total</b>		<b>14</b>

### Q13 Please enter number of years in your current post:

Answered: 14 Skipped: 0

#	Responses	Date
1	20-25 21	3/13/2017 11:35 AM
2	10-15 15	3/13/2017 11:24 AM
3	20-25 23	3/13/2017 11:06 AM
4	30-35 32	3/13/2017 10:59 AM
5	20-25 21	3/13/2017 10:55 AM
6	15-20 20	3/13/2017 10:50 AM
7	0-5 3	3/13/2017 10:42 AM
8	5-10 6	3/13/2017 10:41 AM
9	25-30 26	3/13/2017 10:36 AM
10	35-40 36	3/13/2017 10:35 AM
11	30-35 32	3/13/2017 10:33 AM
12	5-10 6	3/13/2017 10:32 AM
13	35-40 37	3/13/2017 10:30 AM
14	30-35 33	3/13/2017 10:28 AM

### Q14 Please enter number of staff you are supervising:

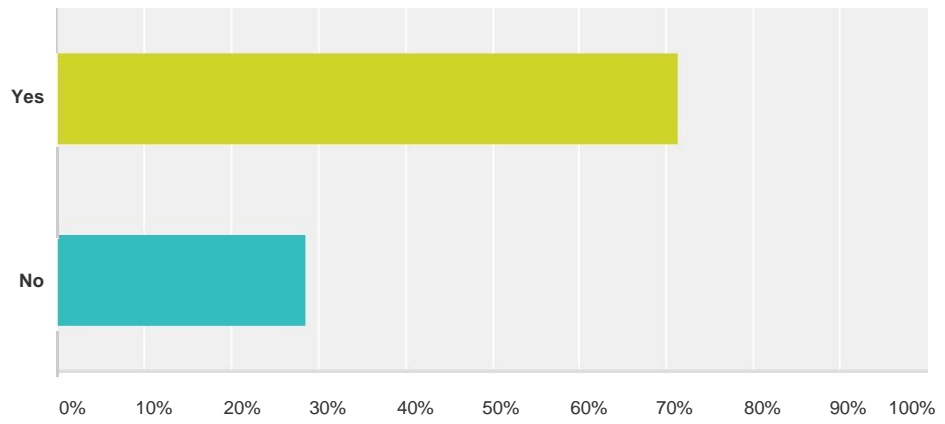
Answered: 14 Skipped: 0

#	Responses	Date
1	na na	3/13/2017 11:35 AM
2	na na	3/13/2017 11:24 AM
3	na na	3/13/2017 11:06 AM
4	na na	3/13/2017 10:59 AM
5	na na	3/13/2017 10:55 AM
6	na na	3/13/2017 10:50 AM
7	na na	3/13/2017 10:42 AM
8	na na	3/13/2017 10:41 AM
9	na na	3/13/2017 10:36 AM
10	na na	3/13/2017 10:35 AM
11	na na	3/13/2017 10:33 AM
12	na na	3/13/2017 10:32 AM
13	na na	3/13/2017 10:30 AM
14	na na	3/13/2017 10:28 AM



**Q15 During your job carrier within municipality, did you have any professional training?**

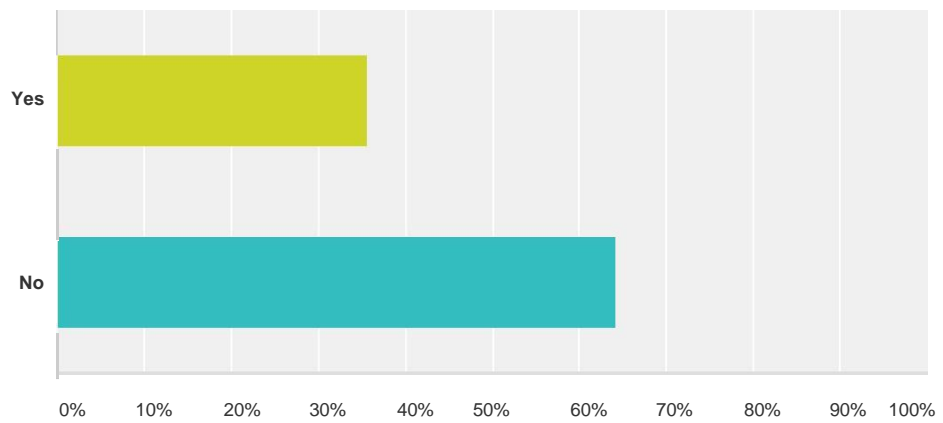
Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	71.43%	10
No	28.57%	4
<b>Total</b>		<b>14</b>

### Q16 Did you change your working practice after completion of the professional training?

Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	35.71%	5
No	64.29%	9
<b>Total</b>		<b>14</b>

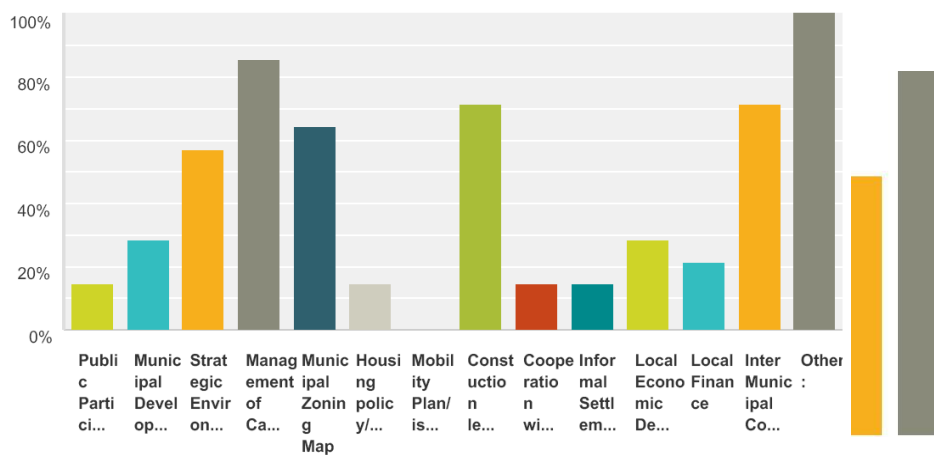
**Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?**

Answered: 14 Skipped: 0

#	Responses	Date
1	<a href="#">See below</a> See below.	3/13/2017 11:35 AM
2	<a href="#">See below</a> See below.	3/13/2017 11:24 AM
3	<a href="#">See below</a> See below.	3/13/2017 11:06 AM
4	<a href="#">See below</a> See below.	3/13/2017 10:59 AM
5	<a href="#">See below</a> See below.	3/13/2017 10:55 AM
6	<a href="#">See below</a> See below.	3/13/2017 10:50 AM
7	<a href="#">See below</a> See below.	3/13/2017 10:42 AM
8	<a href="#">See below</a> See below.	3/13/2017 10:41 AM
9	<a href="#">See below</a> See below.	3/13/2017 10:36 AM
10	<a href="#">See below</a> See below.	3/13/2017 10:35 AM
11	<a href="#">See below</a> See below.	3/13/2017 10:33 AM
12	<a href="#">See below</a> See below.	3/13/2017 10:32 AM
13	<a href="#">See below</a> See below.	3/13/2017 10:30 AM
14	<a href="#">See below</a> See below.	3/13/2017 10:28 AM

## Q18 Which of the following of these new themes would you be interested in?

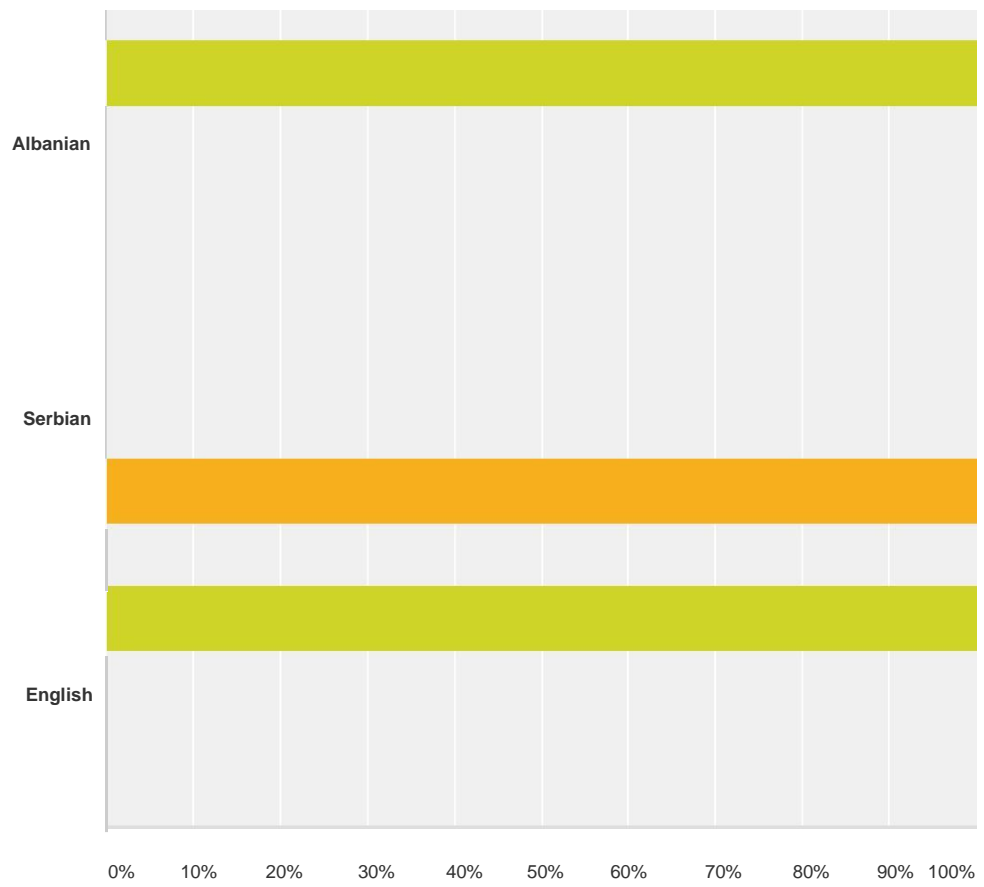
Answered: 14 Skipped: 0



Answer Choices	Responses	
Public Participation in Spatial Planning	14.29%	2
Municipal Development Plan	28.57%	4
Strategic Environmental Assessment	57.14%	8
Management of Capital Investment Projects	85.71%	12
Municipal Zoning Map	64.29%	9
Housing policy/strategy	14.29%	2
Mobility Plan/issues	0.00%	0
Constuction legislation/policies	71.43%	10
Cooperation with civil society	14.29%	2
Informal Settlements	14.29%	2
Local Economic Development	28.57%	4
Local Finance	21.43%	3
Inter Municipal Cooperation	71.43%	10
Other:	100.00%	14
<b>Total Respondents: 14</b>		

### Q19 Which are your language skills?

Answered: 14 Skipped: 0



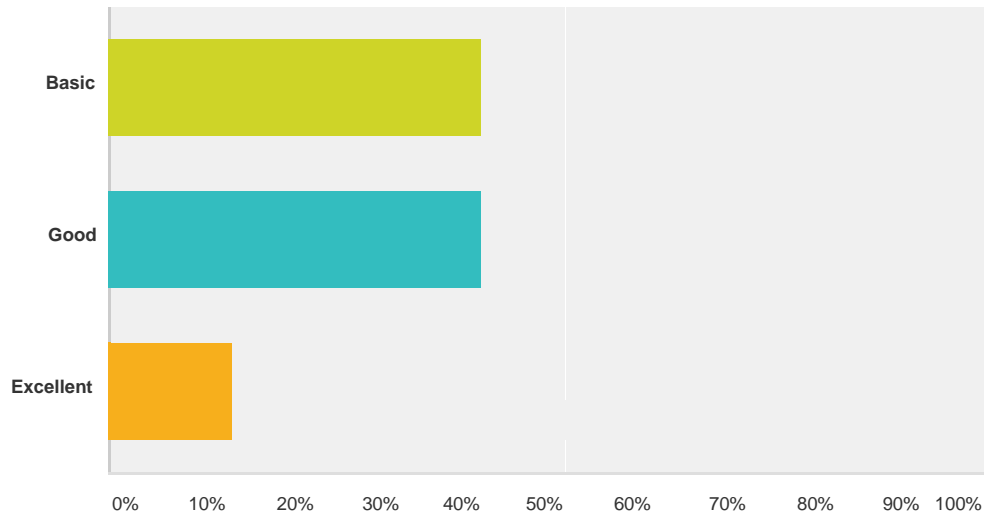
Basic      Good      Excellent



	Basic	Good	Excellent	Total
Albanian	100.00% 1	0.00% 0	0.00% 0	1
Serbian	0.00% 0	0.00% 0	100.00% 14	14
English	100.00% 3	0.00% 0	0.00% 0	3

## Q20 What is your knowledge of Microsoft Office package use?

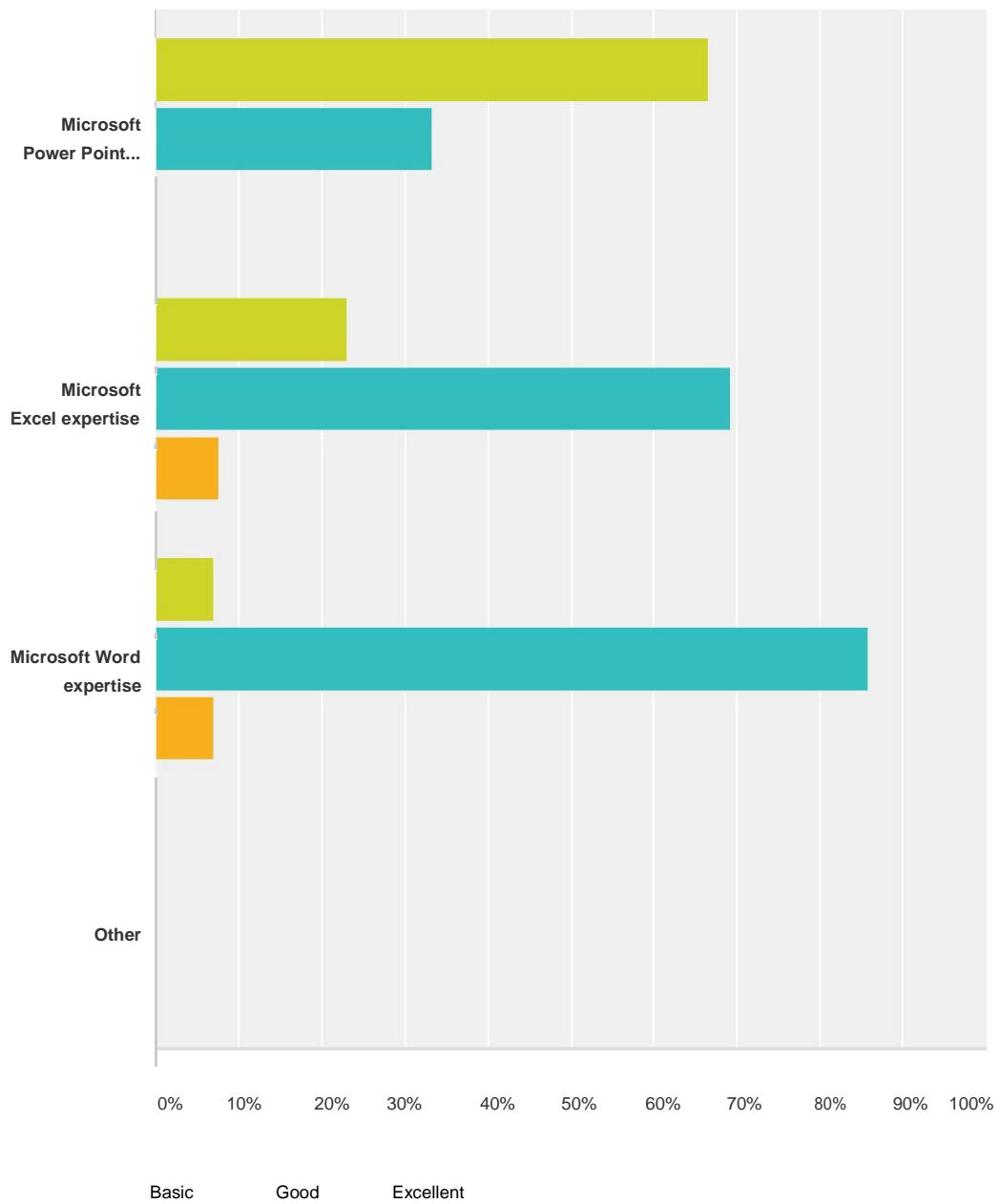
Answered: 14 Skipped: 0



Answer Choices	Responses	
Basic	42.86%	6
Good	42.86%	6
Excellent	14.29%	2
<b>Total</b>		<b>14</b>

**Q21 Please select type and level Basic, Good or Excellent for each:**

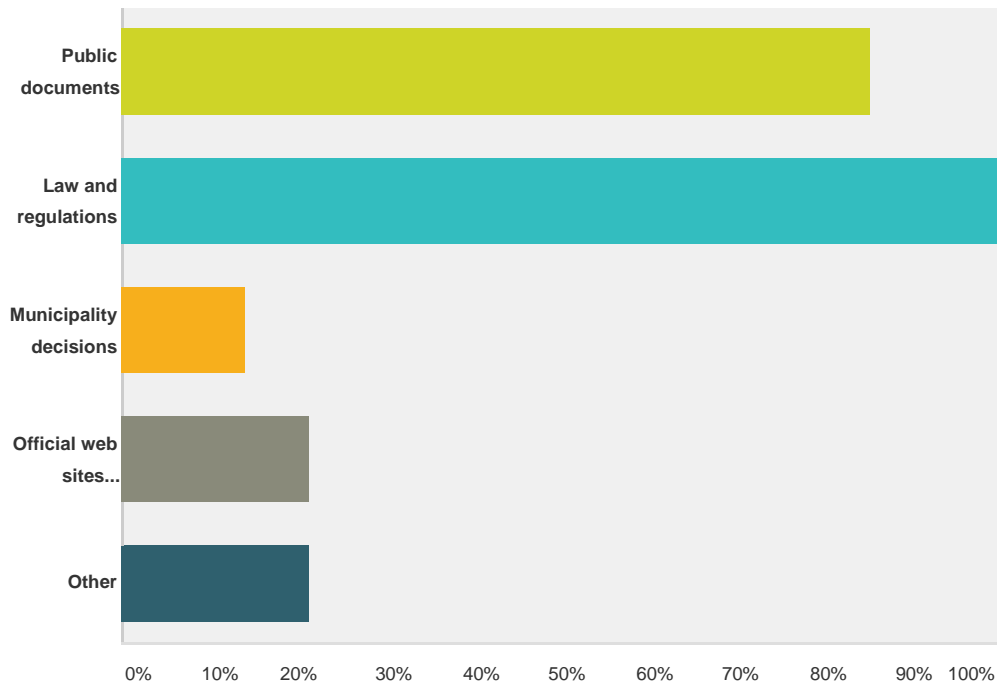
Answered: 14 Skipped: 0



	Basic	Good	Excellent	Total
Microsoft Power Point expertise	66.67% 4	33.33% 2	0.00% 0	6
Microsoft Excel expertise	23.08% 3	69.23% 9	7.69% 1	13
Microsoft Word expertise	7.14% 1	85.71% 12	7.14% 1	14
Other	0.00% 0	0.00% 0	0.00% 0	0

## Q22 What kind of sources you professionally use for data collection?

Answered: 14 Skipped: 0

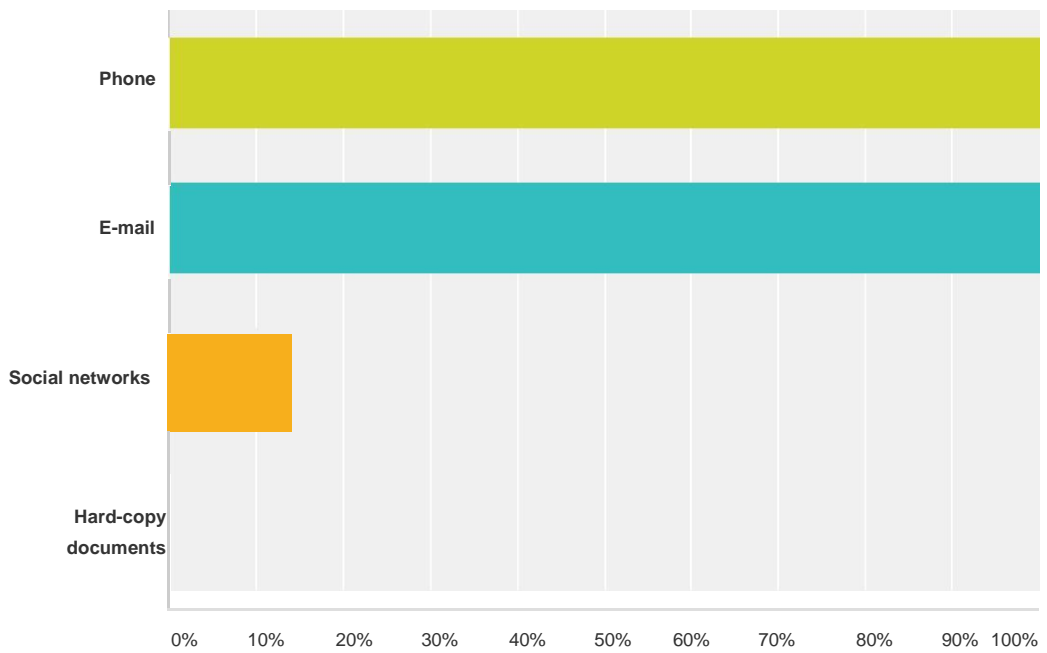


Answer Choices	Responses	
Public documents	85.71%	12
Law and regulations	100.00%	14
Municipality decisions	14.29%	2
Official web sites information	21.43%	3
Other	21.43%	3
<b>Total Respondents: 14</b>		



### Q23 What are your official communication tools?

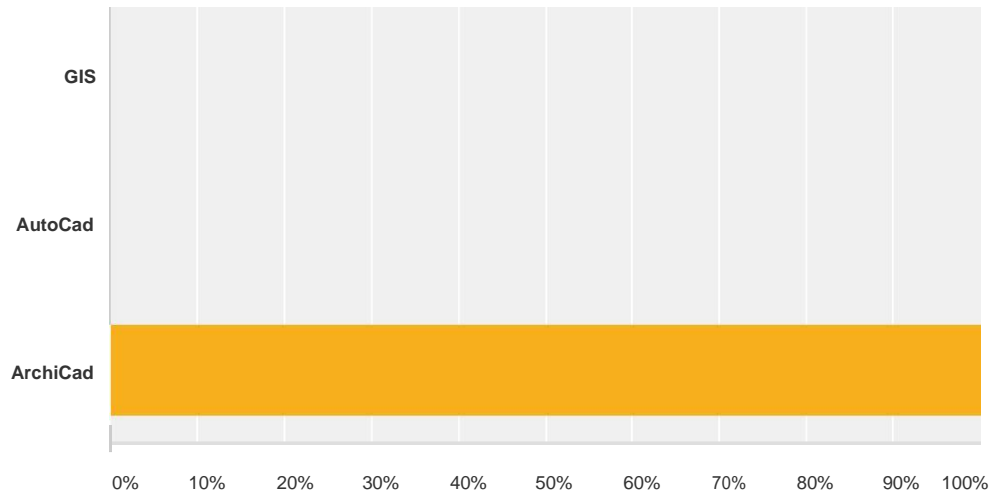
Answered: 14 Skipped: 0



Answer Choices	Responses	
Phone	100.00%	14
E-mail	100.00%	14
Social networks	14.29%	2
Hard-copy documents	0.00%	0
<b>Total Respondents: 14</b>		

**Q24 Are you using any of the listed software's for your daily job?**  
**If NO, please proceed to next question. If YES, please select the respective ones:**

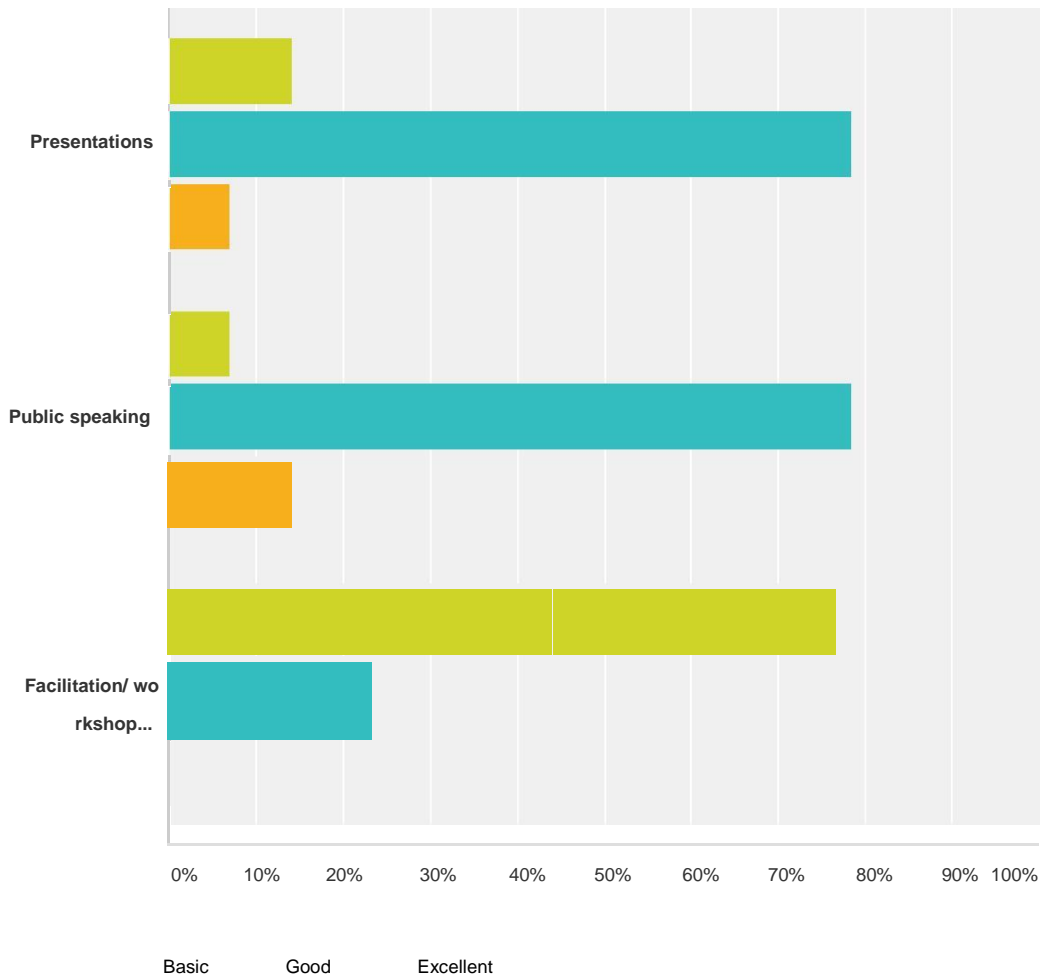
Answered: 4 Skipped: 10



Answer Choices	Responses	
GIS	0.00%	0
AutoCad	0.00%	0
ArchiCad	100.00%	4
<b>Total Respondents: 4</b>		

### Q25 What are your skills in the following categories?

Answered: 14 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	14.29% 2	78.57% 11	7.14% 1	14
Public speaking	7.14% 1	78.57% 11	14.29% 2	14
Facilitation/workshop experience	76.92% 10	23.08% 3	0.00% 0	13

**Q26 Please insert any additional comment you may have**

Answered: 0 Skipped: 14

## Annex 2.4: Register of Planning Documents

### MUNICIPALITY OF ZUBIN POTOK

Register of statutory strategic and operational spatial planning documents formulated by the government at the local and central level based on the administrative system of Yugoslavia; Serbia and Montenegro.

*Source: Municipality of Zubin Potok*

#### Government at the local level

##### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Spatial Plan, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	1991;
Amended:	n/a.
Status:	Invalid;
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

Type of document:	General Urban Plan
Title of the document:	General Urban Plan, Beli Breg, Gazivode, D. Dobrosevina, D. Jasenovnik, Zubin Potok, Pridvornica, Ugljare i Citluk, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	n/a.
Amended:	1991, 1994, 2000;
Status:	Invalid;
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Operational spatial planning documents:**

<b>Type of document:</b>	<b>Detail Urban Plan &amp; Detailed Regulation Plan</b>
Title of the document:	Detail Urban Plan and Detailed Regulation Plan for the centre of Zubin Potok, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	1992;
Amended:	1999;
Status:	Invalid;
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Operational spatial design documents:**

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for the memorial fountain in cultural facility square in Zubin Potok, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	n/a.
Amended:	2000;
Status:	n/a.
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for the cultural facility square in Zubin Potok, Municipality of Zubin Potok;
Coverage area	n/a
Drafted:	n/a
Amended:	1992;
Status:	n/a.
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**MUNICIPALITY OF ZUBIN POTOK**

Register of statutory strategic and operational sectoral planning documents formulated by the government at the local level based on the administrative system of Kosovo.

*Source: Municipality of Zubin Potok*

**Government at the local level****Operational sectoral planning documents:**

<b>Type of document:</b>	<b>Action Plan</b>
Title of the document:	Local Environmental Action Plan 2017- 2020, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	2016;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Municipality of Zubin Potok; Regional Environmental Centre; United States Agency for International Development (USAID)/ Advancing Kosovo Together; Community Development Fund (CDF)- Local NGO; The Mission of People of Good Will (MPGW)- Local NGO.
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian; Albanian (Unknown); English (Unknown);
Format available:	Print and digital;
Availability:	Yes.

<b>Type of document:</b>	<b>Action Plan</b>
Title of the document:	Municipal Energy Efficiency Plan, 2015- 2018, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	2014;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Municipality of Zubin Potok; United States Agency for International Development (USAID)/ Advancing Kosovo Together;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian; Albanian (Unknown); English (Unknown);
Format available:	Print and digital;
Availability:	Yes.



## MUNICIPALITY OF ZUBIN POTOK

Register of non-statutory strategic and operational sectoral and multi-sectoral planning documents formulated by the government at the local level.

*Source: Municipality of Zubin Potok*

### Government at the local level

#### Strategic multi-sectoral planning documents:

Type of document:	Multi-sectoral strategy
Title of the document:	Municipal Development Strategy 2013- 2017, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	2012;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Institute for Territorial Economic Development (InTER)- Local NGO.
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

Type of document:	Multi-sectoral strategy
Title of the document:	Municipal Development Agenda 2006- 2009, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	2005;
Amended:	n/a.
Status:	Invalid;
Drafting authority:	Municipality of Zubin Potok, UNOPS and UNMIK Administration;
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Strategic sectoral planning documents:**

<b>Type of document:</b>	<b>Sectoral strategy</b>
Title of the document:	Tourism Development Strategy 2015- 2020, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	2014;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Municipality of Zubin Potok; United States Agency for International Development (USAID)/ Advancing Kosovo Together.
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Sectoral strategy</b>
Title of the document:	Sectoral strategy for fruits and vegetables producing and processing 2014-2018, Municipality of Zubin Potok;
Coverage area	n/a.
Drafted:	2013;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Municipality of Zubin Potok; Kosovo Relief Committee (KRC)- Local NGO; International Development Association (IDA)- Local NGO.
Decision making authority:	Municipal Assembly, Municipality of Zubin Potok;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

## MUNICIPALITY OF ZUBIN POTOK

Register of statutory strategic spatial planning documents formulated by the government at the local and central level in Republic of Serbia, relevant for strategic and operational spatial planning at the local and central level in Kosovo.

*Source: Spatial Planning Agency, Republic of Serbia*

### Government at the local level

#### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Spatial Plan, Municipality of Novi Pazar;
Coverage area	n/a.
Drafted:	2011;
Amended:	n/a.
Status:	Valid;
Drafting authority:	European Centre for Peace and Development, Beograd, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Novi Pazar;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Spatial Plan, Municipality of Tutin;
Coverage area	n/a.
Drafted:	2011;
Amended:	n/a.
Status:	Valid;
Drafting authority:	JP Direkcija za urbanizam i izgradnju, Tutin, Tutin, Serbia;
Decision making authority:	Municipal Assembly, Municipality of Tutin;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

## **Government at the central level**

### **Strategic spatial planning documents:**

<b>Type of document:</b>	<b>Spatial Plan</b>
Title of the document:	Spatial Plan of Republic of Serbia 2010- 2020, Republic of Serbia;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	Valid;
Drafting authority:	IAUS Belgrade, Belgrade, Serbia;
Decision making authority:	National Assembly, Serbia;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Spatial Plan for Special Designated Area</b>
Title of the document:	Spatial Plan for Special Designated Area of Mokra Gora/ 'Wet Mountain', Kosovo;
Coverage area	n/a.
Drafted:	1992;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Institute for urban planning, Novi Sad, Vojvodina, Serbia;
Decision making authority:	National Assembly, Serbia;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

## Annex 2.5: Register of Capital Projects

### MUNICIPALITY OF ZUBIN POTOK

Register of capital projects implemented by the government at the local and central level, and the international organizations in 2015 and 2016.

*Source: Municipality of Zubin Potok*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of swimming pool- Phase I, Zubin Potok;		
2.	Construction of youth centre, Donje Varage village.		

#### Government at the central level

##### Ministry of infrastructure

#	Project description:	Quantity/ unit:	Amount:
1.	n/a.		

##### Ministry of environment and spatial planning

#	Project description:	Quantity/ unit:	Amount:
1.	n/a.		

##### Ministry of health

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of four healthcare facilities in municipality- local villages.		

##### Ministry of culture, youth and sports

#	Project description:	Quantity/ unit:	Amount:
1.	n/a.		

##### Ministry of labour and social welfare

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of ten residential detached units in municipality- local villages.		

**Ministry of education, science and technology**

#	Project description:	Quantity/ unit:	Amount:
1.	n/a.		

**Ministry for communities and return**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of sixteen residential detached units, Zupce village.		

**Ministry of local government administration**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction/ construction of local road, Rezala village- 'Wet Mountain';		
2.	Reconstruction/ construction of local streets, Poklace village;		
3.	Reconstruction/ construction of local streets, Zubin Potok;		
4.	Construction of bus stops.		

## **International organizations**

### **European Union Office in Kosovo- 2015 and 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of regional road, Zubin Potok- Dren;		
2.	Construction of healthcare facility, Zubin Potok;		
3.	Construction of cattle market facility, Zupce;		
4.	Restoration of river banks, 'Zubodolska' river.		

### **International Organization for Migration- 2015 and 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of 'Gradina' stairs, Zubin Potok;		
2.	Restoration of healthcare facility, Zubin Potok.		

## MUNICIPALITY OF ZUBIN POTOK

### Register of capital projects planned for implementation in 2017.

*Source: Municipality of Zubin Potok*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of swimming pool- Phase II, Zubin Potok;		
2.	Construction of forest monitoring facility, Mokra Gora/ 'Wet Mountain'- Cecevo village;		
3.	Forestation, Mokra Gora/ 'Wet Mountain'.		
4.	Reconstruction/ construction of local road, Gazivode lake- Brnjak bridge;		
5.	Reconstruction/ construction of local road, Zubin Potok- Mokra Gora/ 'Wet Mountain';		
6.	Reconstruction/ construction of local road, Zubin Potok- Strmac village;		
7.	Restoration local road in the municipality;		
8.	Construction of residential apartment block, Zubin Potok.		



## Annex 2.6: Register of Stakeholders

### MUNICIPALITY OF ZUBIN POTOK

#### Register of stakeholders

Who	Areas of engagement	Main achievements	Ongoing projects	Planned projects	Role/ membership in coordination mechanisms	Level of stake-influence	Gender marker
<b>Government Institutions, Kosovo- Kosovo and Serbia Administrative Systems</b>							
Local level							
Department for urbanism/ urban planning, housing and utility, and property affairs	Urban and spatial planning and development management; Environmental planning and management; Land and property management; Inspection.	Implementation of capital investment projects- transportation infrastructure and social facilities.	Construction/ reconstruction of transportation infrastructure- local roads and streets; and social facilities- swimming pool- 1st phase.	Construction of regional waste landfill. Construction/ reconstruction of transportation infrastructure- local roads and streets; and social facilities- swimming pool- 2nd phase, mountain monitoring bungalow; Nature restoration.	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for economy and finance	Budget and financial planning management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for social, general and common affairs	General operations, administration and management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender sensitive

Government Institutions, Kosovo- Kosovo Administrative Systems							
Central level							
Sluzba za zaposljavanje- Predstavništvo u Zubinom Potoku Employment Authority- Branch office in Zubin Potok	Maintenance of employment registers; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises.	na	Training programmes;  Internship programmes;  Funding scheme for Small and Medium Enterprises.	Advisory.	Small stake-  Low influence	Gender aware
Government Institutions, Serbia- Serbian Administrative Systems							
Central level							
Nacionalna sluzba za zaposljavanje- Predstavništvo u Zvecanu National Employment Authority- Branch office in Zvecan	Maintenance of employment registries; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises; Employment fairs.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises; Organization of annual employment fairs.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises. Employment fairs.	Advisory.	Small stake- Low influence	Gender aware
Republički geodetski zavod, Sluzba za katastar nepokretnosti- Predstavništvo u Zubinom Potoku Republic Geodetic Authority, Real estate cadastre service- Branch office in Zubin Potok	Technical and administrative tasks related to state survey, land cadastre, real estate cadastre, utilities cadastre and registration of real estate rights, their maintenance and update.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware

Regional level							
Centar za socijalni rad, Mitrovica-Predstavništvo u Zubinom Potoku Center for Social Work, Mitrovica-Branch office in Zubin Potok	Social protection services.	Wider range of social protection services;  Formulation of social protection strategy;  Publication of 'Bulletin'.	na	na	Advisory.	Small stake-  Low influence	Gender aware
Local level							
Dom zdravlja Healthcare Centre	Primary healthcare services.	Engagement of additional highly qualified medical personnel;  Improvement of the existing services, and introduction of the new ones;  Procurement of new medical equipment;  Procurement of new emergency and non-emergency transportation vehicles;  Partially renovated facility.	na	Expansion of the scope of medical services;  Replacement of old medical equipment;  Replacement of old emergency and non-emergency transportation vehicles fleet;  Renovation of facility.	Advisory.	Small stake-  Low influence	Gender aware
Ustanova za predškolsko vaspitanje i obrazovanje 'Nase dete' Pre-school Education Institute 'Our child'	Kindergarten and pre-school education services.	Provision of services.	na	Renovation of facility.  Replacement of old equipment.	Advisory.	Small stake-  Low influence	Gender aware

Public Enterprises, Serbia- Serbian Administrative System							
Central level (on-going transformation)							
Javno proizučece 'Putevi Srbije', Beograd- Predstavništvo u Zubinom Potoku  Public Enterprise 'Putevi Srbije', Belgrade- Branch office in Zubin Potok	Principal and regional roads- networks development, management and maintenance.	Provision of network maintenance.	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake-  Low influence.	Gender aware.
Javno proizučece- Hidro-elektrana 'Gazivode'  Public Enterprise- Hydro-power plant 'Gazivode'	Power-generation and supply- facility development, management and maintenance.	Provision of power supply services.	Facility development, management and maintenance.	Facility development, management and maintenance;  Expansion of production capacities- installation of two  new generators.	Technical assistance and advisory.	Big stake-  high influence.	Gender aware.
Javno proizučece 'Elektro-Kosmet', Mitrovica- Predstavništvo u Zvecanu  Public enterprise 'Elektro-Kosmet', Mitrovica- Branch office in Zvecan	Power distribution- networks development, management and maintenance.	Provision of power distribution services.	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake-  high influence.	Gender aware.

Javno proizućece 'Telekom', Beograd-Predstavništvo u Zubinom Potoku  Public enterprise 'Telekom', Belgrade-Branch office in Zubin Potok	Telecommunication s- fixed, mobile and internet services-  networks development, management and maintenance.	Provision of telecommunication services.	Networks development, management and maintenance.	Networks development, management and maintenance.	Technical assistance and advisory.	Big stake-  High influence	Gender aware
Javno proizućece 'Posta Srbije', Beograd-Predstavništvo u Zubinom Potoku  Public Enterprise 'Post of Serbia', Belgrade- Branch office in Zubin Potok	Shipping and mailing services.	Provision of shipping and mailing services.	na	na	Technical assistance and advisory.	Big stake-  High influence	Gender aware
Javno preduzeće 'Direkcija za građevinsko zemljište, puteve i razvoj', Belgrade-Predstavništvo u Zubinom Potoku  Public Enterprise 'Directorate for construction land, roads and development', Belgrade- Brach	Development, management and maintenance of infrastructure and services:  Water supply;  Waste management- collection/ disposal;  Public greenery and cemetery maintenance.	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Big stake-  High influence	Gender aware

office in Zubin Potok							
Javno preduzece 'Ibar Lepenac', Belgrade-Predstavnistvo u Zubinom Potoku  Public Enterprise 'Ibar Lepenac', Belgrade- Branch office in in Zubin Potok	Water-supply system/ supply with bulk water for the needs of economy-industry, including power generation; water-supply companies; agriculture.	na	na	na	Technical assistance and advisory.	Big stake-  High influence	Gender aware
Javno preduzece 'Srbijasume', Beograd-Predstavnistvo u Zubinom Potoku  Public Enterprise 'Srbijasume', Belgrade- Branch office in Zubin Potok	Forest management.	Provision of forest protection and maintenance.	na	na	Technical assistance and advisory.	Small stake-  Low influence	Gender aware

Local level (on-going transformation)							
Javno komunalno preduzece 'Stari Kolasin'  Public Utility Enterprise 'Stari Kolasin'	Development, management and maintenance of local road/ streets infrastructure.	Procurement of new equipment.	Contracted services.	na	Advisory.	Small stake-  High influence	Gender aware
Javno preduzece 'Ibar', Beograd-Predstavništvo u Zubinom Potoku  Public Enterprise 'Ibar', Belgrade-Branch office in Zubin Potok	Development, management and maintenance of infrastructure and services:  Water supply;  Waste management-collection/ disposal;  Public greenery and cemetery maintenance.	Procurement of new equipment.	Contracted services.	na	Advisory.	Small stake-  High influence	Gender aware
Javno preduzece-Zemljoradnicka zadruga 'Zubin Potok'  Public Enterprise-Agricultural cooperative 'Zubin Potok'	Food production chain management-production, processing, distribution.	Construction of cold storage facilities;  Construction of collection centre;  Development of supply/ distribution chain.	Contracted services.	na	Advisory.	Small stake-  High influence	Gender aware

Non-Governmental Organization's							
Registered- Kosovo administrative system							
'Udruzenje zena Kola srpskih sestara'	<p><u>Formal:</u> Distribution of humanitarian aid;  Housing reconstruction;  Ethnic minorities.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Promotion of women rights;  Provision of language and IT courses  Provision of training programmes for gender equality;  Organization of public campaigns.</p>	na	<p>Promotion of women rights;  Provision of training programmes for gender equality.</p>	<p>Advisory;  Advocacy.</p>	<p>Small stake-  High influence</p>	Gender sensitive
'Kosovo Relief Committee'	<p><u>Formal:</u> Ethnic minorities.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Formulation of the following strategies:  'Development Strategy';  'Sectoral Strategy'; and  'Tourism Development Strategy; for Municipality of Zubin Potok.</p>	na	na	<p>Advisory;  Advocacy.</p>	<p>Small stake-  High influence</p>	Gender sensitive
'The upgrade society'	<p><u>Formal:</u> Non-formal education.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Formulation of 'Municipal development hub' a policy paper;  Support in establishing a local Think Thank.</p>	na	na	<p>Advisory;  Advocacy.</p>	<p>Small stake-  High influence</p>	Gender sensitive



'Institut za teritorijalni ekonomski razvoj'	<p><u>Formal:</u> Project implementation;  Research;  Evaluations.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Support in the implementation of regional and municipal sustainable socio-economic development projects</p> <p>Support in the implementation of decentralisation and governance projects;</p> <p>Support in the development of SME.</p>	Support in strengthening the capacities of youth for providing tourist guiding and rescuing services.	na	Advisory;  Advocacy.	Small stake-  High influence	Gender sensitive
'North Kosovo'	<p><u>Formal:</u> Social assistance.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	<p>Trainings and capacity building activities;</p> <p>Inter-ethnic dialog.</p>	na	na	Advisory;  Advocacy.	Small stake-  High influence	Gender aware
'Crveni krst'	<p><u>Formal:</u> Distribution of humanitarian aid;</p> <p>Ethnic minorities;</p> <p>training and capacity building.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned</p>	<p>Organization of social events and trips.</p> <p>Establishing of local volunteering network.</p> <p>Organization and facilitation of training workshops on first aid, and traffic rules.</p>	na	na	Advisory;  Advocacy.	Small stake-  High influence	Gender sensitive

	activities.						
<b>International Organizations</b>							
Representative offices							
United Nations Interim Administration	UN Security Council Resolution 1244- 10 June 1999: Police and justice; Civil administration; Democratization and institution building; Reconstruction and economic development.	Monitoring of political and security situation;  Grant program for public and civil sector;  Funding of infrastructure projects.	na	na	Technical assistance and advisory.	Small stake-  High influence	Gender sensitive
United Nations Development Programme	Provision of expert advisory, training, and grants support, in the following areas:  Inclusive growth;  Sustainable development;  Environment protection.	Strengthening the capacities of local institutions in delivering services- improving performance;  Strengthening the capacities of private sector- improving performance and decreasing unemployment;  Support to local agriculture and rural development;  Public awareness for disaster risk reduction and prevention;  Grant schemes.	Good governance programme- engagement of advisors for the mayors;  Labour market program;  Aid for trade programme- job creation in rural areas;  Forestry programme- job creation with `Srbija sume`;  Gender Based Violence (GBV) programme with five other UN agencies.  Grant schemes.	Social housing programme;  Gender Based Violence (GBV) programme with five other UN agencies.  Grant schemes.	Technical assistance and advisory.	Small stake-  High influence	Gender transformative
Organization for Security and Co-operation in Europe	Arms control; Promotion of human rights; Freedom of the press; Fair elections.	na	na	na	Technical assistance and advisory.	Small stake-  High	Gender sensitive

						influence	
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**ANNEX 3:**  
**MUNICIPALITY OF MITROVICA NORTH**  
**Municipal Baseline Assessment**

Annex 3.1:	Rapid SWOT Analysis
Annex 3.2:	Municipal Self-Assessment- Survey findings
Annex 3.3:	Municipal Staff Skills Inventory- Survey findings (System summary)
Annex 3.4:	Register of Planning Documents
Annex 3.5:	Register of Capital Projects
Annex 3.6:	Register of Stakeholders

## Annex 3.1: Municipal Self-Assessment- Survey findings

### MUNICIPALITY OF MITROVICA NORTH

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Spatial/ Sectoral/ Multi-Sectoral Strategic/ Operational Products and Processes

Strengths:	Weaknesses:
General Urban Plan (GUP), 1979 (expired- amended until 2000) covering the entire urban territory of Mitrovica South and North, serving as a basis for issuing development conditions and construction permits for certain specific public and private investments;	Drafted in accordance with spatial planning legislative framework of Yugoslavia, Serbia and Montenegro; Expired/ amended several times until 2000;
--	No evaluation activities were conducted on the implementation degree and monitoring extent.
Municipal Development Plan (MDP) and Urban Development Plan (UDP) 2010- 2025, covering the entire territory of Mitrovica South and North, serving as a basis for issuing development conditions and construction permits for certain specific public and private investments;	No information on the role and responsibilities or the level of engagement of the authorities in Mitrovica North functioning under United Nations Interim Administration Mission in Kosovo (UNMIK); From one city to two municipalities, vs. consistent/ coordinated/ integrated spatial planning and service delivery
--	Ad-hoc project development and implementation by the departments;
--	In terms of strategic development, no provisions were considered and implemented from the MDP/ UDP;
--	No evaluation activities were conducted on the implementation degree and monitoring extent of the MDP/ UDP;
--	No strategic environmental assessments were conducted for MDP/ UDP.
Opportunities:	Threats
New spatial planning and construction legislative framework, hence a number of spatial planning documents to be drafted by the local government administration; MoU MESP/ MLGA and Mitrovica North and South for doing so with external support (UN-Habitat)	Low knowledge and hence lack of awareness on the importance of spatial planning among the politically elected officials, incl. a risk of using spatial plans and spatial structures to emphasize the division between north and south  Disputes over the administrative boundaries between Mitrovica North and Mitrovica South.
Drafting of spatial planning documents with technical support of UN-Habitat/ Inclusive Development Programme – incl. coherence and coordination with Mitrovica South and other neighbouring municipalities with a regional lense;	--
Treatment of constructions without permit with technical support of UN-Habitat/ Inclusive Development Programme;	--
Establishment of the Municipal Planning Team (combining resource persons from both systems) as an inter-departmental entity responsible for sectorial or integrated policy development.	Long transitioning process from two administrative systems to one administrative system eroding trust, sharing of data and joint drafting.

## Data and Information- Securing, Storing, Collecting, Sharing, Updating

Strengths	Weaknesses
Limited sectoral data and information available;	Lack of consolidated data and information systems due to lack of human, technical and financial capacities.
Availability of ortho-graphic records in digital format.	--
Availability of database of real estate cadastre (SKTK- Kosovo Cadastral Agency);	--
Textual part- updated instantly.	Graphical part- updated periodically (ca. 20% updated actually);
--	The process of treatment of constructions without permit is on hold, due to amending of legislative framework.
Availability of database of constructions without permit (QGIS- Ministry of Environment and Spatial Planning);	Partially updated database.
Geo-referenced database of constructions without permit.	--
--	Lack of data and information exchange with neighbouring municipalities, especially with Municipality of Mitrovica South.
Opportunities	Threats
Certain spatial data and information can be made available by the Ministry of Environment and Spatial Planning;	--
Capacity building and strengthening activities on data and information collection can be provided by UN-Habitat/ Inclusive Development Programme.	--

## Legislative Frameworks- Laws, By-Laws, Regulations and Rule-books

Strengths:	Weaknesses:
Sufficient knowledge of the spatial and sectoral planning and development management- Administrative system of Kosovo;	Very limited practises of implementing the said frameworks.
Opportunities:	Threat:
Tailored guidelines for drafting strategic spatial/ sectoral planning documents, as well as respective strategic environmental assessments in accordance with the spatial planning legislative framework requirements, available in the scope of UN-Habitat/ MuSPP Toolbox;	--
Training and capacity building and strengthening activities organized by the Kosovo Institute for Public Administration (KIPA) in the following areas: <ul style="list-style-type: none"> <li>- Mainstreaming Gender and Participation in Spatial Planning Processes;</li> <li>- Drafting Municipal Development Plans;</li> <li>- Drafting Strategic Environmental Assessments for Plans and Programmes;</li> <li>- Managing Capital Investment Projects.</li> </ul>	--

## Human Resources- Formulation of Documents; Management of Processes

<b>Strengths:</b>	<b>Weaknesses:</b>
--	No experience of present municipal capacities in drafting strategic/ operational spatial/ sectoral/ environmental planning documents, or managing respective processes (incl. no involvement of current staff in the drafting of the MDP/UDP and visioning process in 2007);
--	Lack of human and financial capacities for drafting spatial and sectoral planning documents, and environmental assessments for spatial and sectoral planning documents; or managing respective processes;
--	Lack of knowledge on the key spatial, sectoral and environmental processes: <ul style="list-style-type: none"> <li>- Tools and techniques;</li> <li>- Coordination and cooperation;</li> <li>- Stakeholder planning and management;</li> <li>- Use of GIS applications.</li> </ul>
Some capacity available for issuing development conditions and construction permits;	--
Awareness on the importance of gender mainstreaming in spatial planning documents and processes;	--
Structured and operating Municipality (vs. northern situation)	The composition of the department of urbanism needs to be adjusted in terms of staff capacity and tasks allocated.
Most of the spatial planning capacities have participated in training and capacity delivery activities, organized by UN-Habitat/ MuSPP within the framework of 'Rolling-out of MuSPP Toolbox';	--
<b>Opportunities:</b>	<b>Threats</b>
Capacity building and strengthening activities as well as on-site technical assistance will be provided by UN-Habitat/ Inclusive Development Programme with a focus on drafting 'in-house' respective plans.	--
--	The Municipality of Mitrovica North has reached the employment quota allowed by the respective regulation and enforced by MPA and MLGA.

## Cooperation and Coordination

<b>Strengths:</b>	<b>Weaknesses:</b>
--	Limited Inter-Municipal Cooperation (IMC), considering its experience as a municipality.
--	Lack of harmonisation of development actions with neighbouring municipalities, in particularly with Mitrovica South;
Exchange visits on spatial planning and development management processes to a number of municipalities functioning according to Administrative system of Kosovo;	--
Interested/ committed in teaming-up w/ all municipalities, in the following areas: - Joint capital investments; - Service delivery.	Lack of initiative at the technical and political level for teaming up with other municipalities in service delivery;
--	Limited coordination between the departments in developing and implementing capital projects;
--	Limited financial capacities.
<b>Opportunities:</b>	<b>Threat:</b>
Integration process/ position of Mitrovica North in Kosovo development agendas, and related support and opportunities for territorial alliances;	--
--	Persistent dual local government administrations functioning under the Administrative system of Serbia and of Kosovo with no coordination;
--	Lack of cooperation with central government;
Inter-municipal cooperation supported supported by central government administration- solid waste landfill;	--
Capital investment projects financially supported by central government administration and by the Development Fund for northern Municipalities;	Ad hoc decisions on public investments/ buildings locations.
Growing interest for capital investment projects by the international community in Kosovo;	--
Improvement of coordination and cooperation with central government administration on the following: - provision of services; - implementation of capital investment projects; - coordination and cooperation on sectoral and integrated planning legislative framework reform.	--



## **Annex 3.2: Municipal Self-Assessment- Survey findings**

### **MUNICIPALITY OF MITROVICA NORTH**

#### **Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.

## A. DOCUMENTS

### 1. Are there any strategic spatial planning documents drafted?

Reference:

Municipal Development Plan (MDP), Urban Development Plan (UDP);  
Municipal Spatial Plan (MSP), General Urban Plan (GUP).

- Yes  
 No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

Register of strategic spatial planning documents drafted:

- General Urban Plan (GUP), Titova Mitrovica/ Mitrovica e Titos, 1979 (expired- amended until 2000); (drafter: Public Enterprise - Unknown).
- Municipal Development Plan (MDP), Municipality of Mitrovica/ Mitrovica, 2010- 2025; Small and Medium Enterprise's (SME's)- 'Metron', 'Lin- Projekt', Mitrovica/ Mitrovica.
- Urban Development Plan (UDP), Mitrovica/ Mitrovica, 2009- 2025  
Small and Medium Enterprise's (SME's)- 'Metron', 'Lin- Projekt', Mitrovica/ Mitrovica.

**Note/s:**

MDP and UDP were drafted before the administrative and territorial reform, respectively before the Municipality of Mitrovica was divided into municipalities of Mitrovica South and North.

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

GUP:

- Conduct administrative procedures;
- Provide assistance in data collection processes;
- Organize and facilitate meetings with stakeholders, etc.

MDP and UDP:

- The Municipality of Mitrovica North was not established at the time when the MDP and UDP were drafted.
- No clear information on the role and responsibilities or the level of engagement of the authorities in Mitrovica North functioning under United Nations Interim Administration Mission in Kosovo (UNMIK).

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

GUP, MDP and UDP:

- No evaluation activities were conducted on the implementation degree and monitoring extent.

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**If NO,**

Please elaborate on how you do manage spatial development:

Spatial development is managed on ad-hoc basis.

In terms of strategic development, not any of the provisions of the GUP, MDP and UDP were considered and implemented.

**2. Are there any operational spatial planning documents drafted?**

Reference:

Urban Regulation Plan (URP);

Detail Urban Plan (DUP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**If NO,**

Please elaborate on how you do manage spatial management- development conditions and construction permits:

Spatial management is guided on ad-hoc basis.

In terms of operational development, certain specific provisions from GUP, MDP and UDP related to development conditions and construction permits for small public and private investments were considered, adjusted and implemented.

**3. Are there any strategic sectoral planning documents drafted?**

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a

**If YES,**

Please present the plan evaluation outcome, if available:

n/a

**If NO,**

Please elaborate on how you do manage sectoral development:

**Note/s:**

In the former Yougoslavian system, sectoral planning and development was administered by the socially owned enterprises in accordance with provisions of legislative framework of Serbia.

Sectoral development is guided on ad-hoc basis.

<p><b>4. Are there any operational sectoral planning documents drafted?</b></p> <p><u>Reference:</u> Local Environmental Action Plan (LEAP).</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b> Please present the title, the period of validity and the drafting authority/ entity: n/a.</p> <p><b>If YES,</b> Please present the role and responsibilities of the municipality, if drafting outsourced: n/a.</p> <p><b>If YES,</b> Please present the plan implementation degree, and monitoring extent, if defined: n/a.</p> <p><b>If YES,</b> Please present the plan evaluation outcome, if available: n/a.</p> <p><b>If NO,</b> Please elaborate on how you do manage sectoral management: Sectoral management is guided on ad-hoc basis.</p>
<p><b>5. Are there any strategic environmental assessments for spatial planning documents drafted?</b></p> <p><u>Reference:</u> Strategic Environmental Assessment (SEA).</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b> Please present the title and the drafting authority/ entity: n/a.</p> <p><b>If YES,</b> Please present the role and responsibilities of the municipality, if drafting outsourced: n/a.</p> <p><b>If YES,</b> Please present the plan implementation degree, and monitoring extent, if defined: n/a.</p> <p><b>If NO,</b> Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits: The Law on Strategic Environmental Assessment (for Plans and Programmes) was introduced in the environmental legislative framework of Kosovo in 2010, right after the MDP and UDP were approved.</p>

**6. Are there any strategic environmental assessments for sectoral planning documents drafted?**

Yes

No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment- environmental conditions and permits:

The Law on Environmental Impact Assessment (for Projects) was introduced in the environmental legislative framework of Kosovo in 2009.

**Note/s:**

The importance of planning documents:

- spatial and sectoral planning is a responsibility/ competence of local administration;
- spatial and sectoral planning documents ensure organized and coordinated development and management;
- spatial and sectoral planning ensure improved quality of life quality and public services.

Challenges vis-a-vis drafting spatial/ sectoral planning documents and managing processes:

- fragile political and security situation;
- dual and conflicting administrative system;
- highly politicised community and non-governmental organizations;
- relatively new and inexperienced human capacities- not informed on the past spatial/ sectoral planning systems or contents of past spatial/ sectoral planning documents;
- insufficient technical capacities and financial capacities;
- lack of participation in Population and Housing Census (2011)- lack of population and housing data and information.

Challenges vis-a-vis managing land and property:

- land tenure incompliance between the Kosovo/ Serbia registers;
- land tenure transformation data and information were not updated/ recorded in cadastre;
- land expropriation complex procedures.

## B. PARTICIPATION AND GENDER

### 7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes
- No

#### If YES,

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

GUP:

- The public presentations, public debates and review period for strategic spatial planning processes were conducted in the course of respective formulation, in accordance with spatial planning legislative framework of Yugoslavia/ Serbia and Montenegro.

MDP and UDP:

- Visioning Workshop (2007) organized in the framework of Municipal Spatial Planning Support Programme (MuSPP), implemented by UN-Habitat, and financed by Swedish Development Cooperation (Sida).

#### If YES,

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

MDP and UDP:

Visioning Workshop (2007):

- Local communities:
  - Albanian representatives from Mitrovica- 'North and South' (10);
  - Serbian representatives from Mitrovica- 'North and South' (10).
- Civil Society Organizations:
  - Community Building Mitrovica;
  - Centre for Civil Society Development;
  - Radio Contact Plus;
  - Radio-TV Mitrovica (eight representatives).
- Spatial planning professionals from Mitrovica- 'North and South' (6 representatives);
- Spatial planning professionals from UN-Habitat/ MuSPP (6 representatives).

#### See attached:

[Register of stakeholders.](#)

#### If YES,

Please specify the overall number of participants in the process if available:

Total: 34 participants.

- Albanian participants from Mitrovica- 'North and South' (17);
- Serbian representatives from Mitrovica- 'North and South' (17).

Supported by spatial planning professionals from UN-Habitat/ MuSPP.

#### If YES,

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

There are no data/ information/ reports available.

#### If NO,

Please elaborate:

n/a.

**8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

- Yes  
 No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

**If YES,**

Please specify the overall number of participants in the process if available:

n/a.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

n/a.

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

- Yes  
 No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

**If YES,**

Please specify the overall number of participants in the process if available:

n/a.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

n/a.

## C. HUMAN CAPACITIES- TO DRAFT

### 10. What is the capacity to draft strategic spatial planning documents available at the municipal level?

#### Reference:

Municipal Development Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

Total: Twenty-four officers.

- Seventeen officers (Department for Urbanism, Cadastre and Geodesy);
- Seven officers (Department for Public Services, Infrastructure, Inspection and Emergencies).

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- 5 male- 2 female.

Department for Public Services, Infrastructure, Inspection and Emergencies:

- 3 male- 4 female.

Administrative system of Serbia (S)

Department for Urbanism, Cadastre and Geodesy:

- 3 male- 7 female (among which 2 belong to the MPT).

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ 4 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience);
- Land surveying: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 4, 33; years of working experience);
- Technological engineering: 0 male- 1 female (w/ 10 years of working experience);
- Sports: 1 male- 0 female (w/ 4 years of working experience).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ 10 years of working experience);
- Environment: 0 male- 1 female (w/ 4 years of working experience);  
1 male- 0 female (w/ 4 years of working experience);
- Mining engineering: 1 male- 0 female (w/ 35 years of working experience);
- Economy: 1 male- 1 female (w/ 4, 18 years of working experience);
- Management: 0 male- 1 female (w/ 4 years of working experience).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (working experience- unknown).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ university diploma);
- Land surveying: 1 male- 0 female (w/ school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ school leaving certificates);
- Technological engineering: 0 male- 1 female (w/ school leaving certificate);
- Sports: 1 male- 0 female (w/ university diploma).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ university diploma);
- Environment: 0 male- 1 female (w/ university diploma);  
1 male- 0 female (w/ school leaving certificate);
- Mining engineering: 1 male- 0 female (w/ university diploma);
- Economy: 1 male- 1 female (w/ university diploma);
- Management: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (education background- unknown).



**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Twenty-four officers.

Training and capacity strengthening in the following areas:

- Formulating strategic and operational, spatial (e.g. MDP) and sectoral (e.g. environment, housing, economy) planning documents;
- Project cycle management;
- Conducting geo-referencing;
- Use of GIS software applications.

**Note/s:**

- There was no direct engagement of present municipal capacities in drafting strategic spatial planning documents;
- Most of the above listed officers have participated one or more training activities organized by UN-Habitat in the framework of 'Rolling-out of MuSPP ToolBox';
- Three officers (2 male- 1 female) from both Kosovo and Serbia administrative systems are certified trainers within Kosovo Institute of Public Administration (KIPA) for MuSPP modules.

**If YES,**

Please specify the lacking capacities, and the respective areas:

**Note/s:**

- The Municipality of Mitrovica North has reached the employment quota allowed by the respective regulation and enforced by MPA and MLGA.
- The current staff employed in the department is insufficient in terms of quality; ten more positions are required.
- The composition of the department needs to be adjusted in terms of staff capacity and tasks allocated.

## 11. What is the capacity to draft operational spatial planning documents available at the municipal level?

### Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

Total: Twenty-four officers.

- Seventeen officers (Department for Urbanism, Cadastre and Geodesy);
- Seven officers (Department for Public Services, Infrastructure, Inspection and Emergencies).

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- 5 male- 2 female.

Department for Public Services, Infrastructure, Inspection and Emergencies:

- 3 male- 4 female.

Administrative system of Serbia (S)

Department for Urbanism, Cadastre and Geodesy:

- 3 male- 7 female (among which 2 belong to the MPT).

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ 4 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience);
- Land surveying: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 4, 33; years of working experience);
- Technological engineering: 0 male- 1 female (w/ 10 years of working experience);
- Sports: 1 male- 0 female (w/ 4 years of working experience).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ 10 years of working experience);
- Environment: 0 male- 1 female (w/ 4 years of working experience);
- Mining engineering: 1 male- 0 female (w/ 4 years of working experience);
- Mining engineering: 1 male- 0 female (w/ 35 years of working experience);
- Economy: 1 male- 1 female (w/ 4, 18 years of working experience);
- Management: 0 male- 1 female (w/ 4 years of working experience).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (working experience- unknown).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ university diploma);
- Land surveying: 1 male- 0 female (w/ school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ school leaving certificates);
- Technological engineering: 0 male- 1 female (w/ school leaving certificate);
- Sports: 1 male- 0 female (w/ university diploma).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ university diploma);
- Environment: 0 male- 1 female (w/ university diploma);
- Mining engineering: 1 male- 0 female (w/ school leaving certificate);
- Mining engineering: 1 male- 0 female (w/ university diploma);
- Economy: 1 male- 1 female (w/ university diploma);
- Management: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (education background- unknown).

**Note/s:**

*The below presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Twenty-four officers.

Training and capacity strengthening in the following areas:

- Formulating operational, spatial (e.g. MZM and DRP) and sectoral (e.g. environment, housing, economy) planning documents;
- Project cycle management;
- Conducting geo-referencing;
- Use of GIS software applications.

**Note/s:**

- There was no direct engagement of present municipal capacities in drafting operational spatial planning documents.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Please refer to note/s under the question no. 10.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

Reference:

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

Total: One officer (Department for Urbanism, Cadastre and Geodesy).

Administrative system of Kosovo (K):

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Architecture: 0 male- 1 female (w/ 4 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Architecture: 0 male- 1 female (w/ university diploma).

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: One officer.

Training and capacity building in the following areas:

- Environmental planning/ management institutional framework;
- Environmental planning/ management legislative framework;
- Conducting qualitative and quantitative data collection and analysis;
- Use of GIS software applications.

**Note/s:**

- There was no direct engagement of present municipal capacities in drafting strategic environmental assessment documents.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Please refer to note/s under the question no. 10.

## D. HUMAN CAPACITIES- TO MANAGE PROCESSES

### 13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?

#### Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Twenty-four officers.

- Seventeen officers (Department for Urbanism, Cadastre and Geodesy);
- Seven officers (Department for Public Services, Infrastructure, Inspection and Emergencies).

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- 5 male- 2 female.

Department for Public Services, Infrastructure, Inspection and Emergencies:

- 3 male- 4 female.

Administrative system of Serbia (S)

Department for Urbanism, Cadastre and Geodesy:

- 3 male- 7 female (among which 2 belong to the MPT).

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ 4 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience);
- Land surveying: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 4, 33; years of working experience);
- Technological engineering: 0 male- 1 female (w/ 10 years of working experience);
- Sports: 1 male- 0 female (w/ 4 years of working experience).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ 10 years of working experience);
- Environment: 0 male- 1 female (w/ 4 years of working experience);  
1 male- 0 female (w/ 4 years of working experience);
- Mining engineering: 1 male- 0 female (w/ 35 years of working experience);
- Economy: 1 male- 1 female (w/ 4, 18 years of working experience);
- Management: 0 male- 1 female (w/ 4 years of working experience).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (working experience- unknown).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ university diploma);
- Land surveying: 1 male- 0 female (w/ school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ school leaving certificates);
- Technological engineering: 0 male- 1 female (w/ school leaving certificate);
- Sports: 1 male- 0 female (w/ university diploma).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ university diploma);
- Environment: 0 male- 1 female (w/ university diploma);  
1 male- 0 female (w/ school leaving certificate);
- Mining engineering: 1 male- 0 female (w/ university diploma);
- Economy: 1 male- 1 female (w/ university diploma);
- Management: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (education background- unknown).

**Note/s:**

*The above presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Twenty-four officers.

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic planning and development management processes;
- Coordination and cooperation for managing strategic planning and development management processes;
- Stakeholder planning for managing strategic planning and development management processes;
- Use of GIS software applications for managing strategic planning and development management processes.

**Note/s:**

- There was no direct engagement of present municipal capacities in managing strategic spatial planning documents.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Please refer to note/s under the question no. 10.

#### 14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?

##### Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Twenty-four officers.

- Seventeen officers (Department for Urbanism, Cadastre and Geodesy);
- Seven officers (Department for Public Services, Infrastructure, Inspection and Emergencies).

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- 5 male- 2 female.

Department for Public Services, Infrastructure, Inspection and Emergencies:

- 3 male- 4 female.

Administrative system of Serbia (S)

Department for Urbanism, Cadastre and Geodesy:

- 3 male- 7 female (among which 2 belong to the MPT).

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ 4 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience);
- Land surveying: 1 male- 0 female (w/ 32 years of working experience);
- Mechanical engineering: 2 male- 0 female (w/ 4, 33; years of working experience);
- Technological engineering: 0 male- 1 female (w/ 10 years of working experience);
- Sports: 1 male- 0 female (w/ 4 years of working experience).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ 10 years of working experience);
- Environment: 0 male- 1 female (w/ 4 years of working experience);  
1 male- 0 female (w/ 4 years of working experience);
- Mining engineering: 1 male- 0 female (w/ 35 years of working experience);
- Economy: 1 male- 1 female (w/ 4, 18 years of working experience);
- Management: 0 male- 1 female (w/ 4 years of working experience).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (working experience- unknown).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K)

Department for Urbanism, Cadastre and Geodesy:

- Architecture: 0 male- 1 female (w/ university diploma);
- Civil engineering: 1 male- 0 female (w/ university diploma);
- Land surveying: 1 male- 0 female (w/ school leaving certificate);
- Mechanical engineering: 2 male- 0 female (w/ school leaving certificates);
- Technological engineering: 0 male- 1 female (w/ school leaving certificate);
- Sports: 1 male- 0 female (w/ university diploma).

Department for Public Services, Infrastructure, Inspection and Emergencies:

- Architecture: 0 male- 1 female (w/ university diploma);
- Environment: 0 male- 1 female (w/ university diploma);  
1 male- 0 female (w/ school leaving certificate);
- Mining engineering: 1 male- 0 female (w/ university diploma);
- Economy: 1 male- 1 female (w/ university diploma);
- Management: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

Department for Urbanism, Cadastre and Geodesy:

- Architecture & Engineering: 3 male- 7 female (education background- unknown).

**Note/s:**

*The above presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Twenty-four officers.

Training and capacity building activities in the following areas:

- Tools and techniques for managing operational planning and development management processes;
- Coordination and cooperation for managing operational planning and development management processes;
- Stakeholder planning for managing operational planning and development management processes;
- Use of GIS software applications for managing operational planning and development management processes.

**Note/s:**

- There was no direct engagement of present municipal capacities in managing operational spatial planning documents.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Please refer to note/s under the question no. 10.

**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: One officer (Department for Urbanism, Cadastre and Geodesy).

Administrative system of Kosovo (K):

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Architecture: 0 male- 1 female (w/ 4 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Architecture: 0 male- 1 female (w/ university diploma).

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: One officer.

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic environmental assessment processes;
- Coordination and cooperation for managing strategic environmental assessment processes;
- Stakeholder planning for managing strategic environmental assessment processes;
- Use of GIS software applications for managing strategic environmental assessment processes.

**Note/s:**

- There was no direct engagement of present municipal capacities in managing strategic environmental assessment processes- monitoring.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Please refer to note/s under the question no. 10.

## E. DATA AND INFORMATION

**16. Has the municipality ever conducted qualitative and quantitative data and information research including sex disaggregated when applicable?**

- Yes  
 No

**If YES,**

Please specify the process/es and the purposes:

n/a.

**17. Has the municipality ever conducted digital data geo-referencing?**

- Yes  
 No

**If YES,**

Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other:

Database 1: Database of constructions without permit:

- Includes: Location, type, approximate area, and applicant data;
- Software: QGIS;
- Developer: Ministry of Environment and Spatial Planning.

Database 2: Database of real estate cadastre:

- Includes: Parcel number, type, use, location, size, owner(s), rights, history;
- Software: SKTK;
- Developer: Kosovo Cadastral Agency.

**Note/s:**

The process of treatment of constructions without permit is on hold, due to amending of Law on Treatment of Constructions without Permits.

**If NO,**

Please elaborate:

n/a.

**18. Has the municipality ever established a consolidated data and information system including sex disaggregated when applicable?**

- Yes  
 No

**If YES**

Please specify the data and information available:

n/a.

**If YES,**

Please specify the software, e.g. GIS system, Geo-Media system, Other:

n/a.

**If NO,**

Please elaborate:

The municipality has never established a consolidated data and information system due to lack of human, technical and financial capacities.



**Note/s:**

The municipal administration- Administrative system of Kosovo

Data and information available:

Department for urbanism, cadastre and geodesy:

- Register of constructions without permit;
- Register of real estate cadastre;
- Archive of development conditions and construction permits.

Department for economy and finance:

- Number of Small and Medium Enterprises.

Department for general administration:

- Database of municipal facilities.

Department for communities and public relations:

- Database of returnees;
- Database of registered NGO's.

Department for public utilities, infrastructure, inspectorate and emergencies:

- Database of social facilities;
- Database of technical infrastructure;
- Database of transportation infrastructure;
- Database of capital projects;
- Archive of inspections.

Department for education, culture, youth, sports:

- Database of cultural programs;
- Database of youth programs.

Department for health and social welfare:

- Provision of social assistance;
- Provision of social services.

Planning documents- GUP, MDP and UDP

Data and information available:

- Physical geography;
- Natural and cultural heritage resources;
- Demography i.e., population, employment/ unemployment;
- Economy i.e., agriculture, industry, trade and commerce;
- Social facilities and services i.e., administration, housing, education, healthcare, youth, culture, sports, recreation, public spaces, graveyards.
- Technical infrastructure and services i.e., water, waste - water, power, telecommunications;
- Transportation Infrastructure and services i.e., roads/ streets, railroads;
- Environmental pollutants i.e., air, water;
- Environmental hazard i.e. air, noise, land / soils, water.
- Land-use / zoning designation, including land-use designation balance (detailed data);
- Land use / zoning regulation (detailed numeric and graphical maps)

Data and information extent:

- Basic,

Data and information presentation:

- Certain data and information presented in matrix format;
- Certain data and information distributed through-out the description.

Data and information sources:

- No data sources references/ collection periods.

The last Kosovo population and housing census took place in 2011- it was boycotted by the Serbian majority municipalities in Kosovo.

The last Serbia population and housing census took place in 2001 and 2011- it excluded Kosovo.

The last Yugoslavia population and housing census took place in 1991- it covered Kosovo and Serbia.

**19. Is there a continuous data and information system update?**

Yes

No

**If YES,**

Please specify the update frequency:

Database 1: Database of constructions without permit:

- Geo-referencing: Partially updated (process terminated).

Database 2: Database of real estate cadastre:

- Textual component: Updated instantly;
- Graphical component: Updated periodically- requires field work- at the moment ca. 20%.

**If NO,**

What are the sources of data and information used by the municipality:

Administrative system of Kosovo:

- Non-governmental organizations;
- International organizations- representative offices.

**20. Is there a department responsible to manage and maintain data and information system?**

Yes

No

**If YES,**

Please specify the department:

Department of Urbanism, Geodesy and Cadastre:

- Database 1: Database of constructions without permit;
- Database 2: Database of real estate cadastre.

**If NO,**

Please elaborate:

n/a.

## F. LEGISLATIVE FRAMEWORK

### 21. Is the municipality informed on the spatial planning and development management legislative framework?

Reference:

Law on Spatial Planning and related Administrative Instructions (AIs).

Yes

No

**If YES,**

Please specify the level of understanding:

Good- informative basic

Sufficient

**If NO,**

Please elaborate:

n/a.

### 22. Is the municipality informed on construction management legislative framework?

Reference:

Law on construction and related AIs; Law on treatment of building without permit and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

n/a.

### 23. Is the municipality informed on the sectoral planning and development management legislative framework?

Reference:

Law on agricultural land and related AIs; Law on road infrastructure and related AIs;

Law on economic zones and related AIs; Other.

Yes

No

**If YES,**

Please specify the level of understanding:

Good- basic/ almost none- no need for use

Sufficient

**If NO,**

Please elaborate:

n/a.

### 24. Is the municipality informed on the environmental planning and management legislative framework?

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;

Law on Environmental Impact Assessment and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

n/a.

## G. FUNDING

**25. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational spatial planning documents and processes (incl. public engagement)?**

- Yes  
 No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

In 2014 MLGA allocated certain funds for drafting a Municipal Development Plan for Municipality of Mitrovica North. As the local administration was not consolidated at that time, the funds could not be used and were lost.

**26. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational sectoral planning documents and processes (incl. public engagement)?**

- Yes  
 No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic/ operational sectoral planning documents and processes (incl. public engagement). However, certain activities may be supported on the request of the head department of planning, through the mayor.

**27. Is there any earmarked budget allocated for developing gender-responsive strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?**

- Yes  
 No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

Please refer to answer under question no. 26.

## H. COOPERATION AND COORDINATION

### Local level- neighbouring municipalities

**28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?**

Yes

No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:

Waste management:

- Municipalities of Zvecan and Zubin Potok;
  - Site preparation and construction of regional sanitary waste disposal site/ landfill in the Municipality of Zvecan.

Supported technically and financially by European Union Office in Kosovo.

Spatial planning processes- exchange visits:

- Municipality of Pec/ Peje, Gracanica/ Gracanice and Prizren.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Limited financial capacities.

Dual local government administrations functioning under the Administrative systems of Serbia and of Kosovo.

**29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?**

Yes

No

**If YES,**

Please specify the area/s (plus numbering), the authority/ies and the outcome so far:

Healthcare and education:

- Municipalities of Zubin Potok, Zvecan and Leposavic;
  - Service delivery.

**If NO,**

Please specify the key issues preventing such a financial and operational partnership:

Please refer to answer under question no. 28.

**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

Yes

No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

Interested/ committed in teaming-up w/ all municipalities, in the following areas:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities;
- Service delivery- healthcare; education; social protection; culture, youth and sports; public transportation; economic development, and sectoral and integrated planning and management.

**If NO,**

Please specify the reasoning:

n/a.

**Central level- central and regional service/ utility providers**

**31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?**

- Yes
- No

**If YES,**

Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:

Public enterprises- Central level

Administrative system of Kosovo:

Development, management and maintenance of infrastructure and water-supply services:

- Public Enterprise 'Regional Water Supply Company', Mitrovica South.

Administrative system of Serbia:

Power distribution- networks development, management and maintenance.

- Public Enterprise 'Elektro-Kosmet', Branch office in Mitrovica North.

Telecommunications- fixed, mobile and internet services- networks development, management and maintenance:

- Public Enterprise 'Telekom', Belgrade- Branch office in Mitrovica North.

Shipping and mailing services:

- Public Enterprise 'Post of Serbia', Belgrade- Branch office in Mitrovica North.

Public enterprises- Local level

Administrative system of Serbia:

Principal and regional roads-networks development, management and maintenance;

Construction land maintenance; and Public greenery and cemetery maintenance:

- Public Enterprise 'Directorate for Construction Land and Roads/ Streets', Branch office in Mitrovica North

Development, management and maintenance of water supply and waste water infrastructure and services:

- Public Enterprise 'Ibar', Branch office in Mitrovica North.

Development, management and maintenance of waste management services- collection/ disposal:

- Public Enterprise 'Standard', Branch office in Mitrovica North.

**See attached:**

[Register of stakeholders.](#)

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Please refer to answer under question no. 28.

**Central level- ministries and specialized agencies**

**32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?**

- Yes
- No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a dialogue:

n/a.

**If NO,**

Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:

Please refer to answer under question no. 28.

**33. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies (plus number of municipal and central officials involved) and the outcome of such a coordination/ cooperation:

Budget planning:

- Ministry of Finance, and Ministry of Local-Government Administration;
- Approval of budget, and capital investment projects.

Capital projects:

Government at the central level:

Development Fund for the North:

- Social and administrative facilities; SME's development.

Ministry of infrastructure:

- Roads and streets infrastructure, and associated technical infrastructure.

Ministry of environment and spatial planning:

- Environmental protection; Waste-water systems; Maintenance vehicles; Social facilities.

Ministry of culture, youth and sports:

- Sports equipment.

Ministry of labour and social welfare:

- Residential facilities for socially vulnerable groups.

Ministry of education, science and technology:

- Educational facilities.

Ministry for communities and return:

- Residential facilities for internally displaced persons.

Ministry of local government administration:

- Social facilities; Roads and streets infrastructure, and associated technical infrastructure.

International organizations

European Union Office in Kosovo:

Transportation infrastructure and facilities; Public spaces; Healthcare facilities.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Please refer to answer under question no. 28.

**34. How do you assess current local-central policy dialogue, development, coordination of planning functions?**

- Excellent  
 Good  
 Fair  
 Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

Central level- central and regional service/ utility providers:

- Institutional coordination and cooperation on provision of services;
- Institutional coordination and cooperation on implementation of capital investment projects;
- Funding/ joint funding, development and implementation of capital investment projects.

Central level- ministries and specialized agencies:

- Institutional coordination and cooperation on sectoral and integrated planning legislative framework reform, and advisory and support on sectoral and integrated planning legislative framework enforcement;
- Institutional coordination and cooperation on sectoral and integrated strategic and operational planning framework development, and advisory and support on sectoral and integrated planning framework enforcement;

- Institutional coordination and cooperation on budget planning;
- Funding/ joint funding, development and implementation of capital investment projects.

**Respondents:**

Department for Urbanism, Cadastre and Geodesy:

Branislav Klajic, Head of department;

Azemina Calakovic, Senior officer for cooperation in spatial planning;

Enes Qullumi, Officer for legal issues and normative acts in spatial planning and geodesy.

Department for public services, infrastructure, inspection, emergencies:

Marijana Neskovic, Officer for small projects;

Nedžad Memovic, Chief of public services.

Department for communities and public relations:

Sandra Radoncic, Officer for communities and return.

Department for finance and economy:

Gordana Sugic, Chief of finance.

Department for education, culture, youth and sports:

Valentina Djerkovic, Officer for supporting drafting and implementation of projects.

**Municipal Self-Assessment Survey:**

Mitrovica North, December 2016

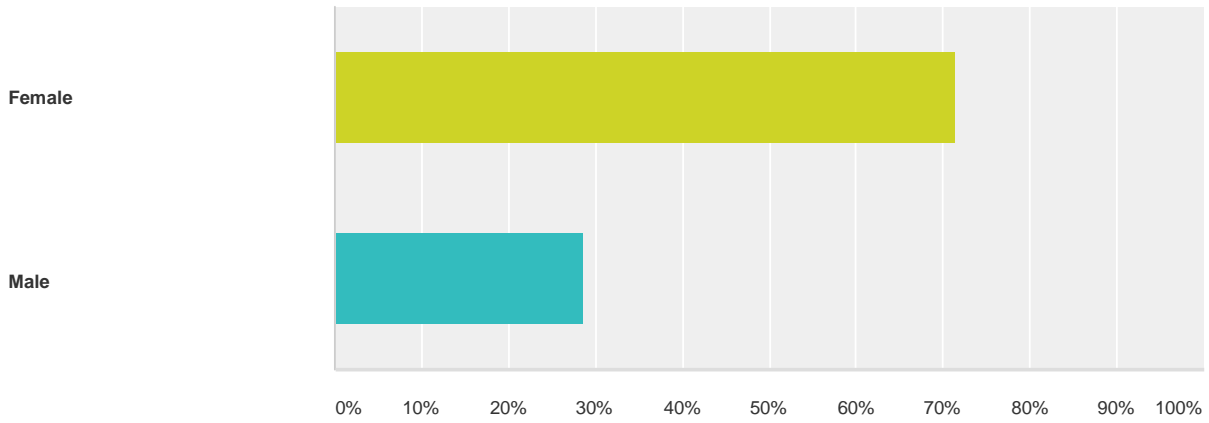
**Focus Group:**

Mitrovica North, January 2017



### Q1 What is your gender?

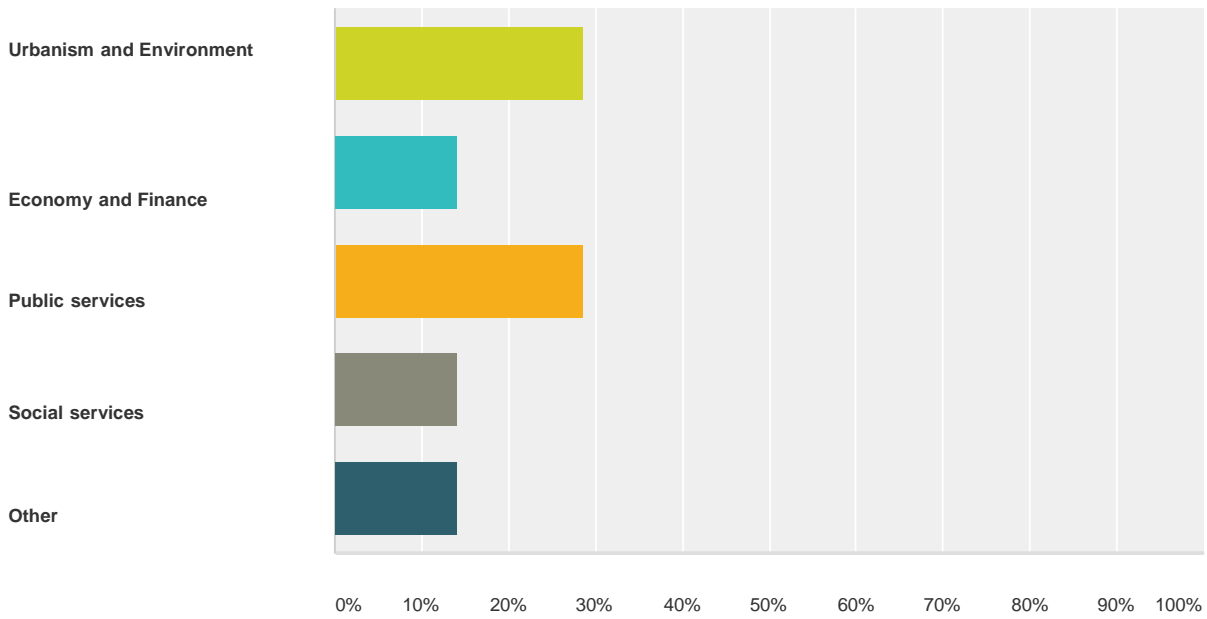
Answered: 7 Skipped: 0



Answer Choices	Responses
Female	71.43% 5
Male	28.57% 2
<b>Total</b>	<b>7</b>

## Q2 What is your Department/Unit?

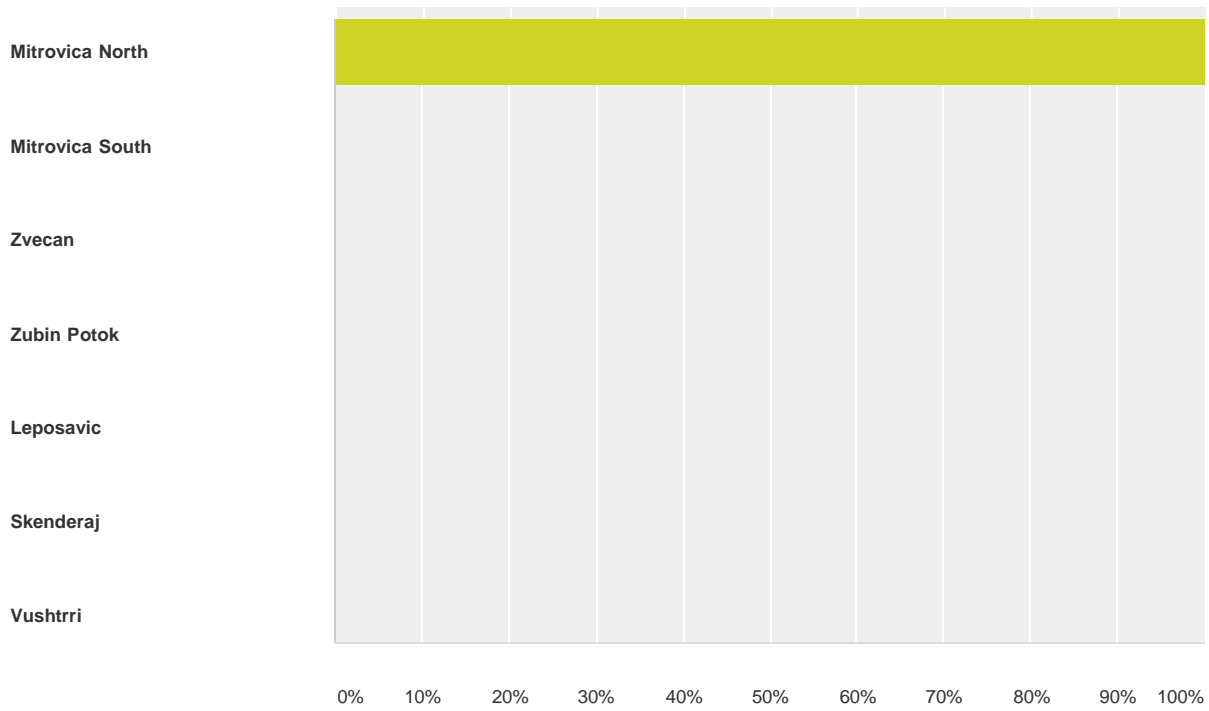
Answered: 7 Skipped: 0



Answer Choices	Responses
Urbanism and Environment	28.57% 2
Economy and Finance	14.29% 1
Public services	28.57% 2
Social services	14.29% 1
Other	14.29% 1
<b>Total Respondents: 7</b>	

### Q3 Please select your Municipality:

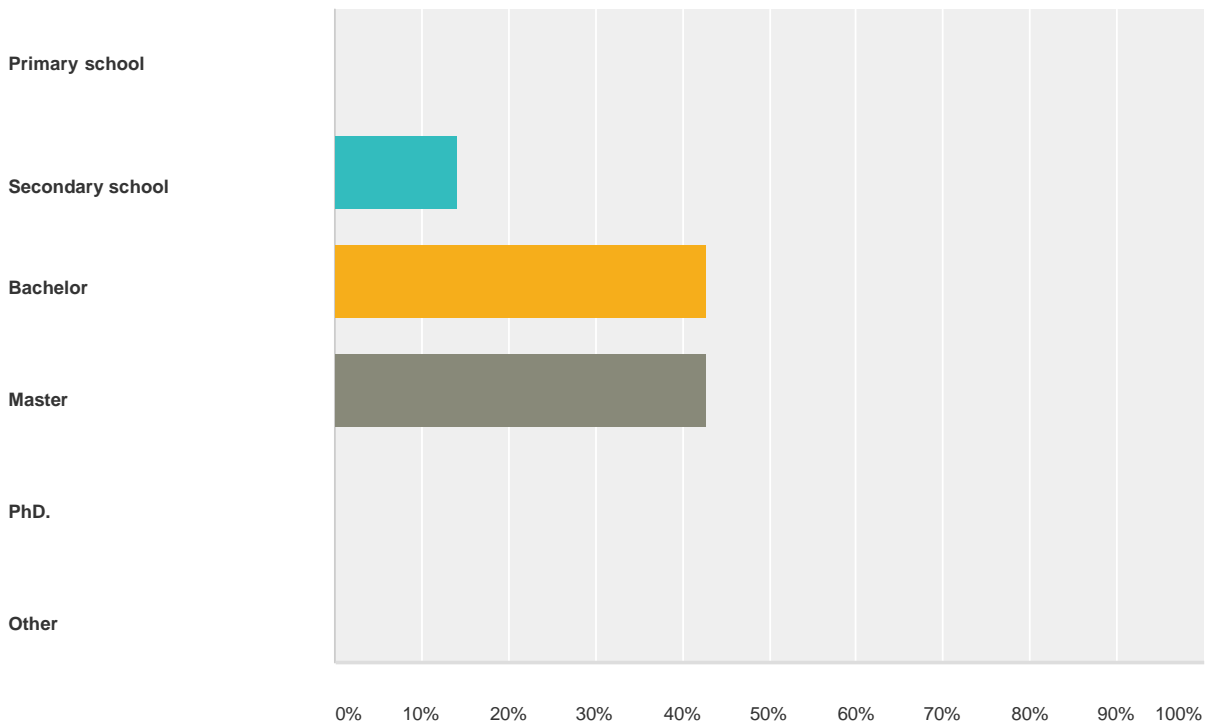
Answered: 7 Skipped: 0



Answer Choices	Responses
Mitrovica North	100.00% 7
Mitrovica South	0.00% 0
Zvecan	0.00% 0
Zubin Potok	0.00% 0
Leposavic	0.00% 0
Skenderaj	0.00% 0
Vushtrri	0.00% 0
<b>Total</b>	<b>7</b>

### Q4 What is your highest level of formal education obtained:

Answered: 7 Skipped: 0



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	14.29%	1
Bachelor	42.86%	3
Master	42.86%	3
PhD.	0.00%	0
Other	0.00%	0
<b>Total</b>		<b>7</b>

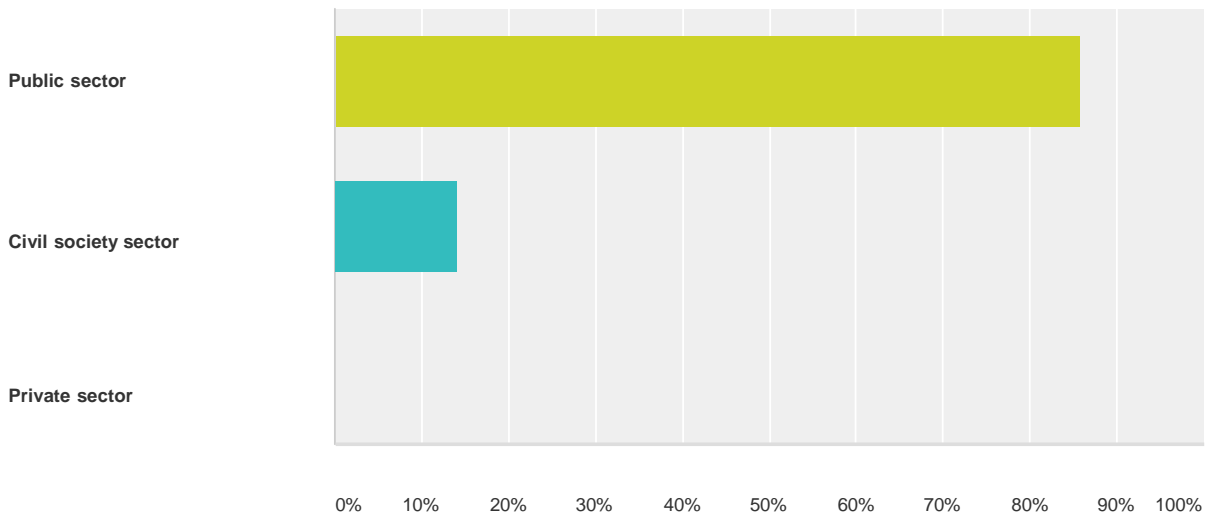
## Q5 What is your main field of study?

Answered: 7 Skipped: 0

#	Responses	Date
1	<b>Economy</b> Economy.	3/13/2017 11:14 AM
2	<b>Finances</b> Finances, Banking and Revision.	3/13/2017 11:13 AM
3	<b>Law</b> Law.	3/13/2017 11:12 AM
4	<b>Economy</b> Economy.	3/13/2017 11:10 AM
5	<b>Environment</b> Environmental protection.	3/13/2017 11:10 AM
6	<b>Agriculture</b> Architecture.	3/13/2017 11:08 AM
7	<b>Law</b> Law.	3/13/2017 11:07 AM

**Q6 Please select sectors of your professional experience.**

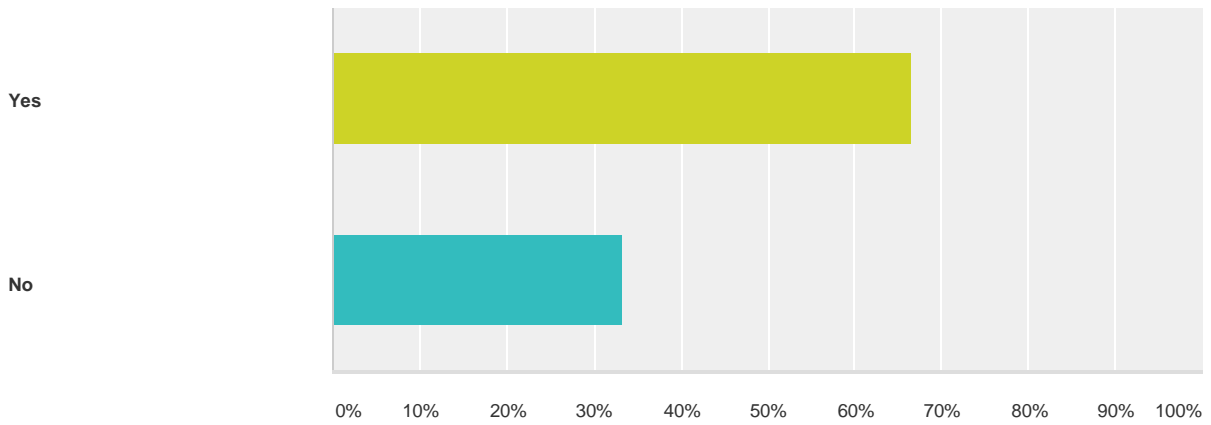
Answered: 7 Skipped: 0



Answer Choices	Responses	
Public sector	85.71%	6
Civil society sector	14.29%	1
Private sector	0.00%	0
<b>Total</b>		<b>7</b>

## Q7 Have you ever been involved in any activity related to planning processes?

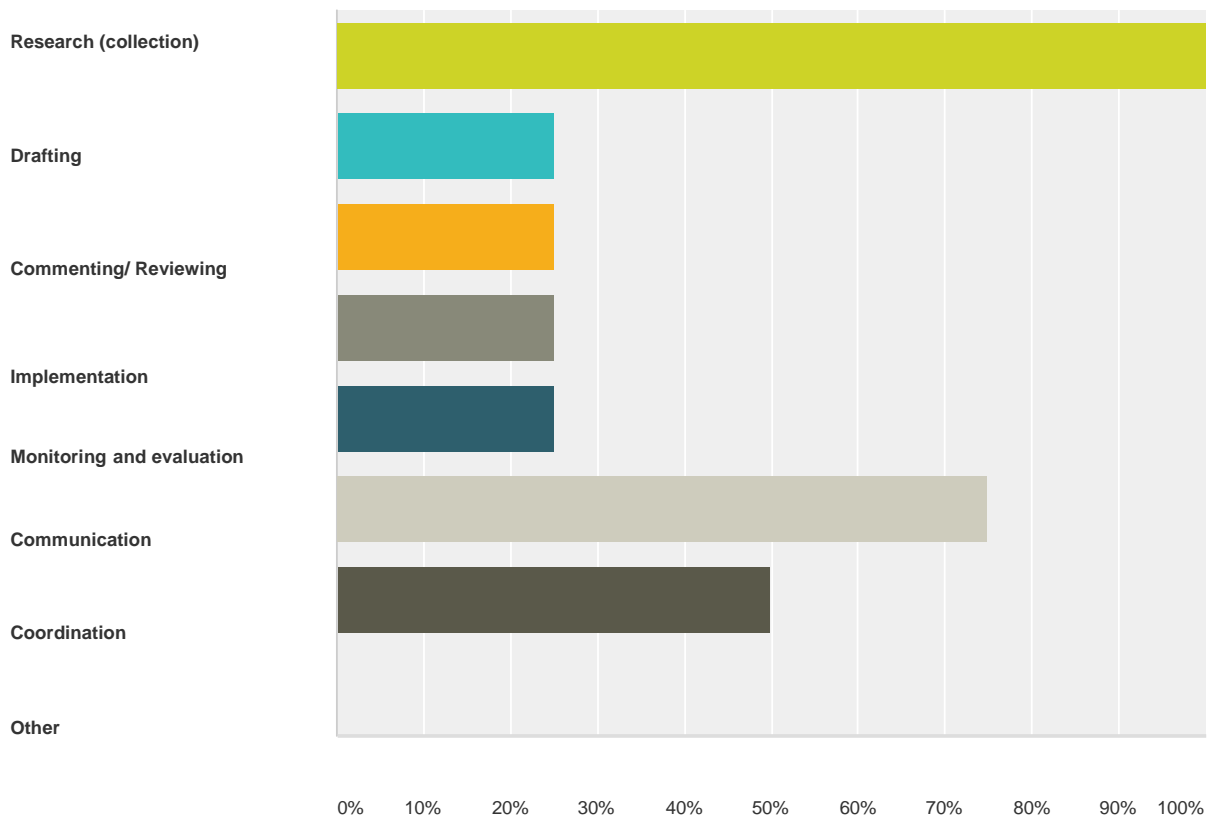
Answered: 6 Skipped: 1



Answer Choices	Responses	Count
Yes	66.67%	4
No	33.33%	2
<b>Total</b>		<b>6</b>

**Q8 If yes, please select applicable options:**

Answered: 4 Skipped: 3

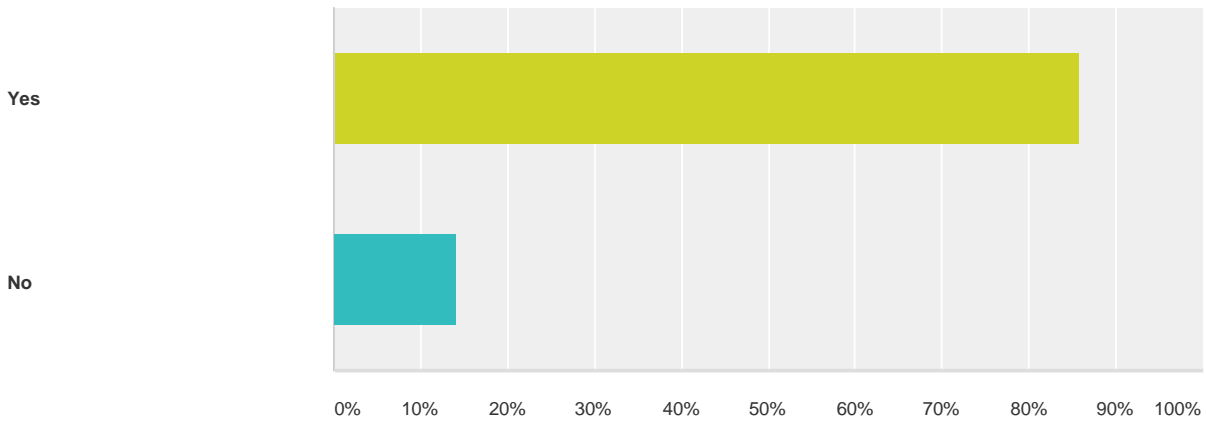


Answer Choices	Responses
Research (collection and analysis of data)	100.00% 4
Drafting	25.00% 1
Commenting/Reviewing	25.00% 1
Implementation	25.00% 1
Monitoring and evaluation	25.00% 1
Communication	75.00% 3
Coordination	50.00% 2
Other	0.00% 0
<b>Total Respondents: 4</b>	



**Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?**

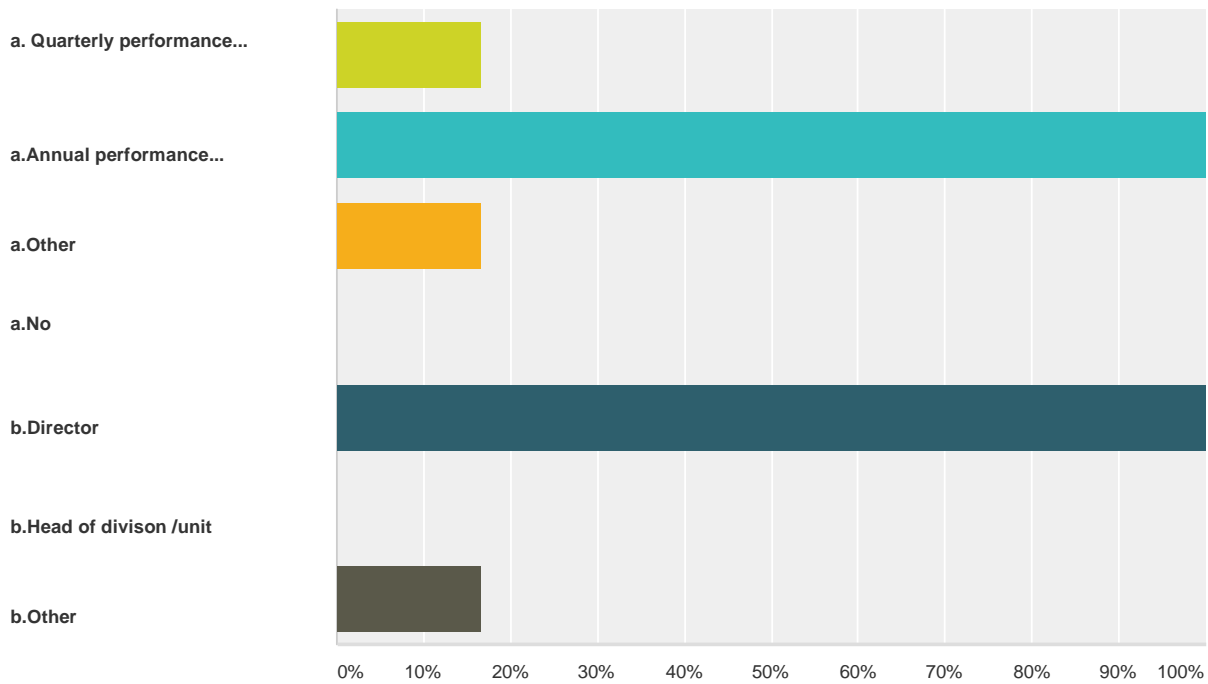
Answered: 7 Skipped: 0



Answer Choices	Responses	
Yes	85.71%	6
No	14.29%	1
<b>Total</b>		<b>7</b>

**Q10 How and by whom is your job performance evaluated?**  
**Please select one option under a. and if applicable select one under b.**

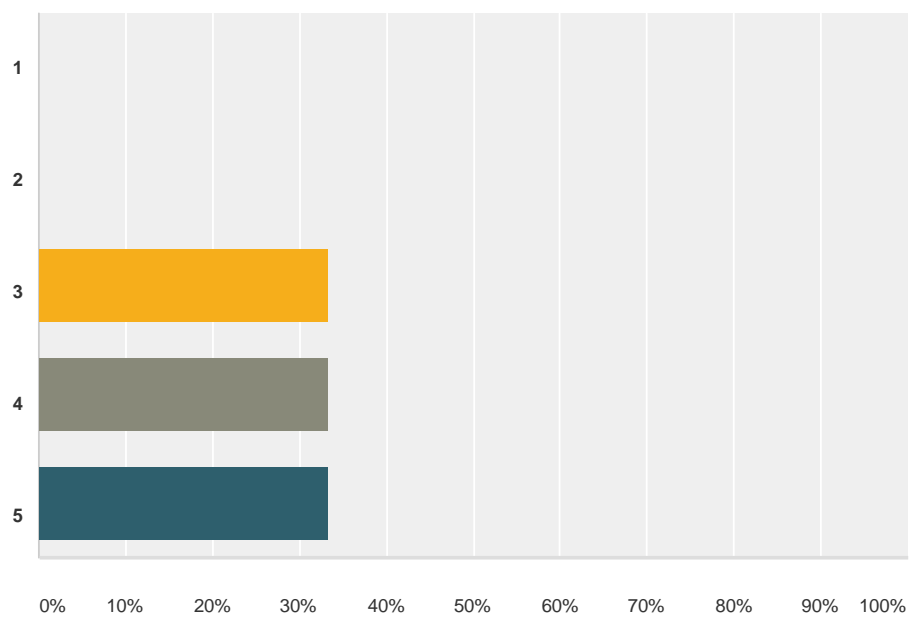
Answered: 6 Skipped: 1



Answer Choices	Responses	
a. Quarterly performance assessment	16.67%	1
a. Annual performance assessment	100.00%	6
a. Other	16.67%	1
a. No	0.00%	0
b. Director	100.00%	6
b. Head of divison/unit	0.00%	0
b. Other	16.67%	1
<b>Total Respondents: 6</b>		

**Q11 What is your level of satisfaction with the current methods of performance evaluation?  
(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**

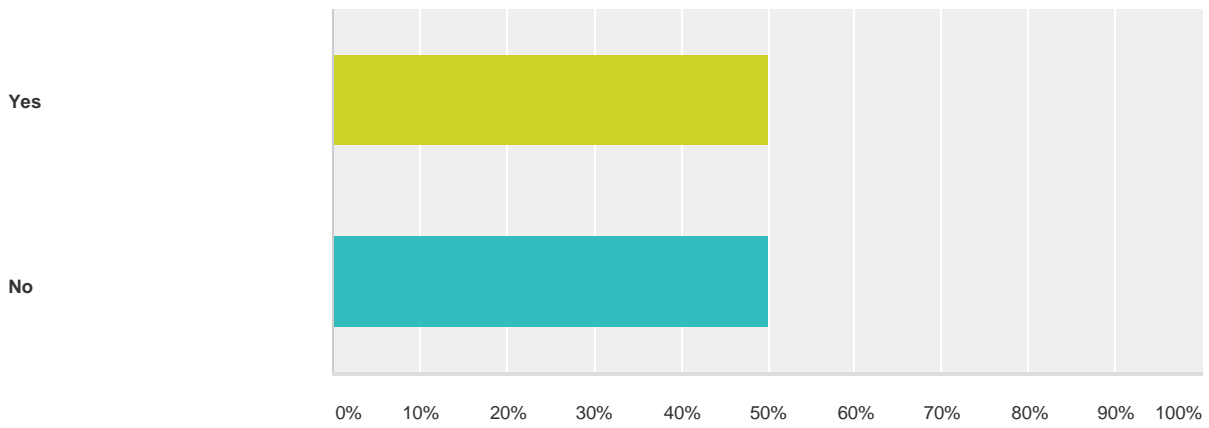
Answered: 6 Skipped: 1



Answer Choices	Responses
1	0.00% 0
2	0.00% 0
3	33.33% 2
4	33.33% 2
5	33.33% 2
<b>Total</b>	<b>6</b>

**Q12 Is there any incentive for employees  
(e.g. acces to training facilities, opportunity to share experiences, study visits, change of job position etc)?**

Answered: 6 Skipped: 1



Answer Choices	Responses
Yes	50.00% 3
No	50.00% 3
<b>Total</b>	<b>6</b>

**Q13 Please enter number of years in your current post:**

Answered: 7 Skipped: 0

#	Responses	Date
1	5-10 5	3/13/2017 11:14 AM
2	0-5 3	3/13/2017 11:13 AM
3	0-5 4	3/13/2017 11:12 AM
4	0-5 4	3/13/2017 11:10 AM
5	0-5 3	3/13/2017 11:10 AM
6	0-5 4	3/13/2017 11:08 AM
7	0-5 4	3/13/2017 11:07 AM

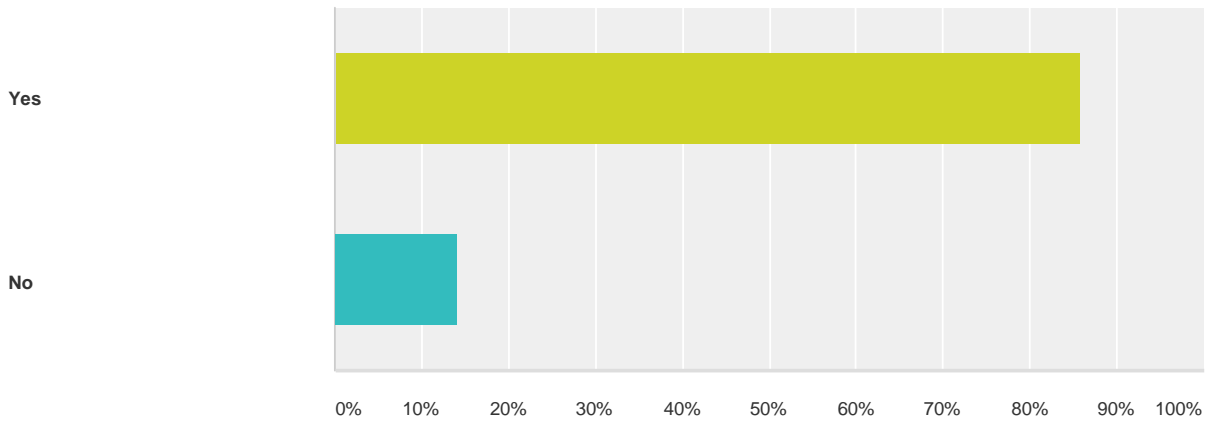
**Q14 Please enter number of staff you are supervising:**

Answered: 7 Skipped: 0

#	Responses	Date
1	na na	3/13/2017 11:14 AM
2	na na	3/13/2017 11:13 AM
3	na na	3/13/2017 11:12 AM
4	na na	3/13/2017 11:10 AM
5	na na	3/13/2017 11:10 AM
6	na na	3/13/2017 11:08 AM
7	na na	3/13/2017 11:07 AM

**Q15 During your job carrier within municipality, did you have any professional training?**

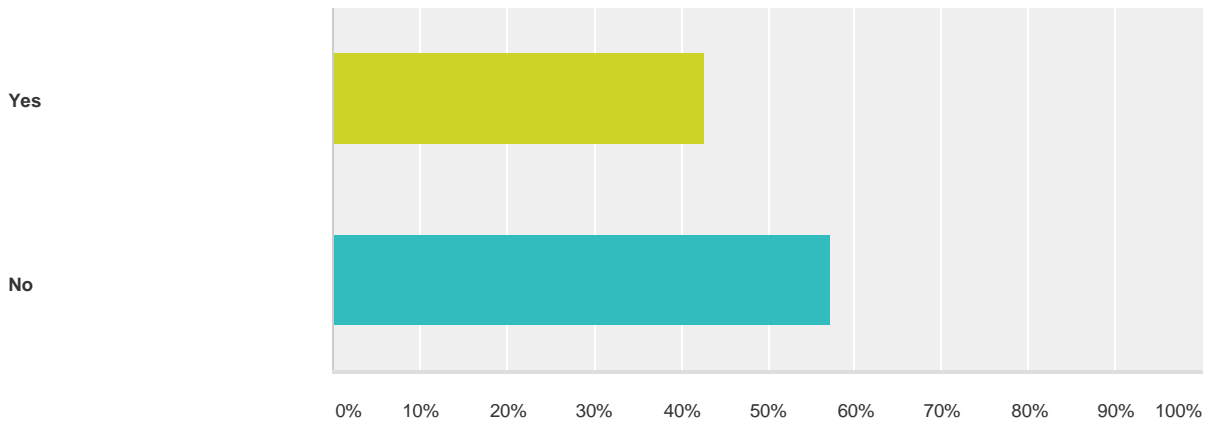
Answered: 7 Skipped: 0



Answer Choices	Responses	
Yes	85.71%	6
No	14.29%	1
<b>Total</b>		<b>7</b>

## Q16 Did you change your working practice after completion of the professional training?

Answered: 7 Skipped: 0



Answer Choices	Responses	
Yes	42.86%	3
No	57.14%	4
<b>Total</b>		<b>7</b>



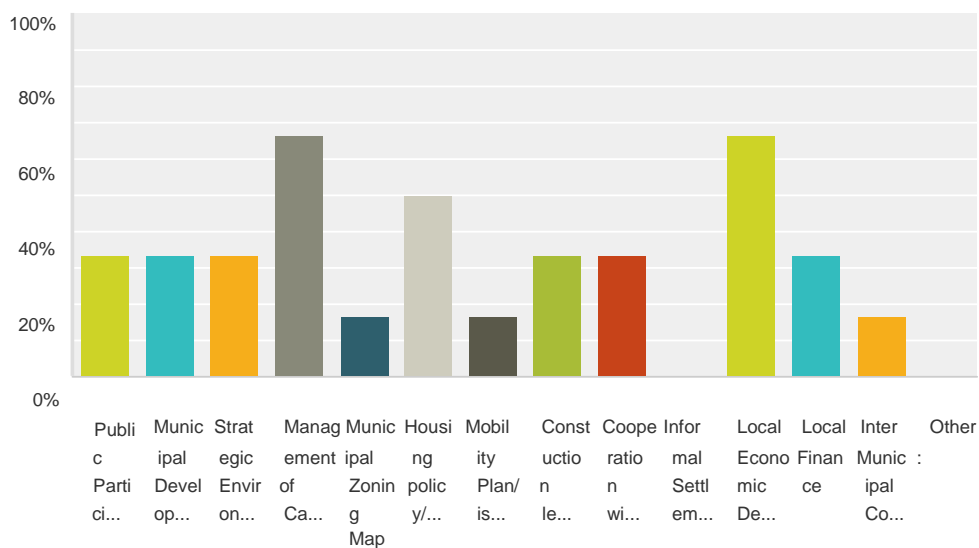
**Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?**

Answered: 2 Skipped: 5

#	Responses	Date
1	Training for municipal waste management, training for medical waste management	3/13/2017 11:10 AM
2	Everything related to urban plan drafting is useful for future work. Study visits, for example for economic development, environmental protection, recycling centers, urban planning according to zones, social care, infrastructure for persons with special needs, , housing/planning. It is necessary to adopt European conditions and standards and apply them in order to improve the living conditions and human rights.	3/13/2017 11:08 AM

## Q18 Which of the following of these new themes would you be interested in?

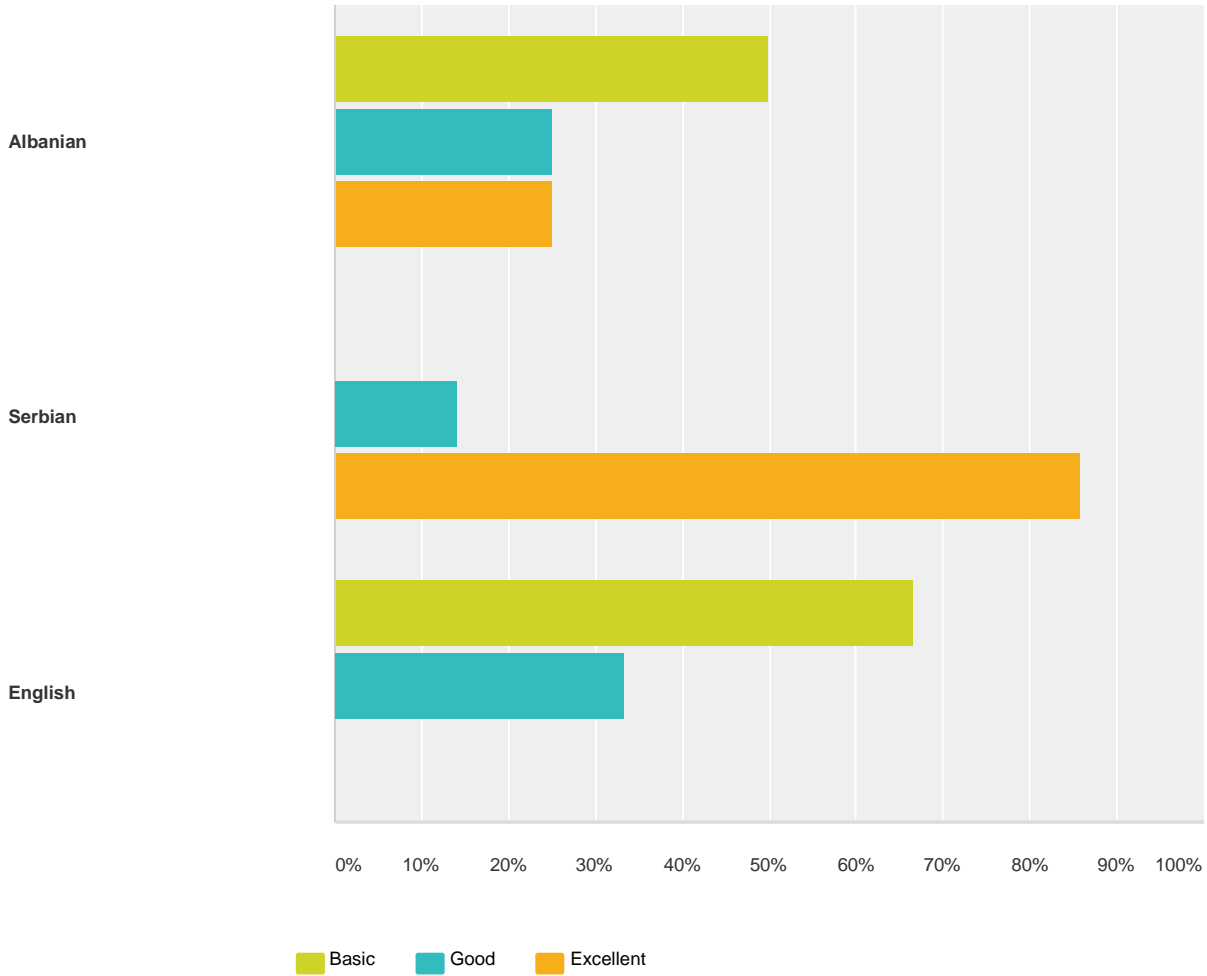
Answered: 6 Skipped: 1



Answer Choices	Responses
Public Participation in Spatial Planning	33.33% 2
Municipal Development Plan	33.33% 2
Strategic Environmental Assessment	33.33% 2
Management of Capital Investment Projects	66.67% 4
Municipal Zoning Map	16.67% 1
Housing policy/strategy	50.00% 3
Mobility Plan/issues	16.67% 1
Constuction legislation/policies	33.33% 2
Cooperation with civil society	33.33% 2
Informal Settlements	0.00% 0
Local Economic Development	66.67% 4
Local Finance	33.33% 2
Inter Municipal Cooperation	16.67% 1
Other:	0.00% 0
<b>Total Respondents: 6</b>	

### Q19 Which are your language skills?

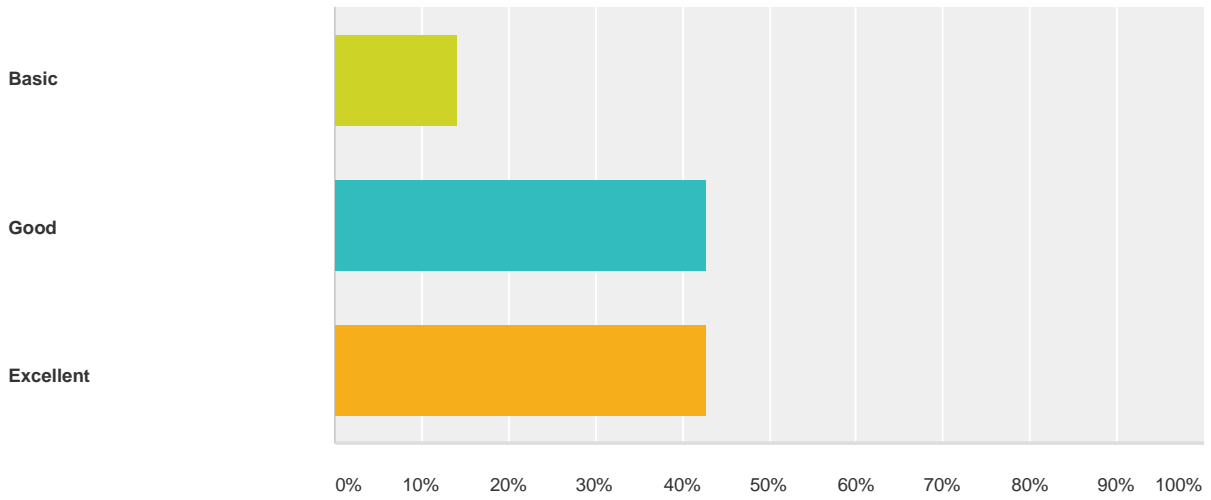
Answered: 7 Skipped: 0



	Basic	Good	Excellent	Total
Albanian	50.00% 2	25.00% 1	25.00% 1	4
Serbian	0.00% 0	14.29% 1	85.71% 6	7
English	66.67% 4	33.33% 2	0.00% 0	6

## Q20 What is your knowledge of Microsoft Office package use?

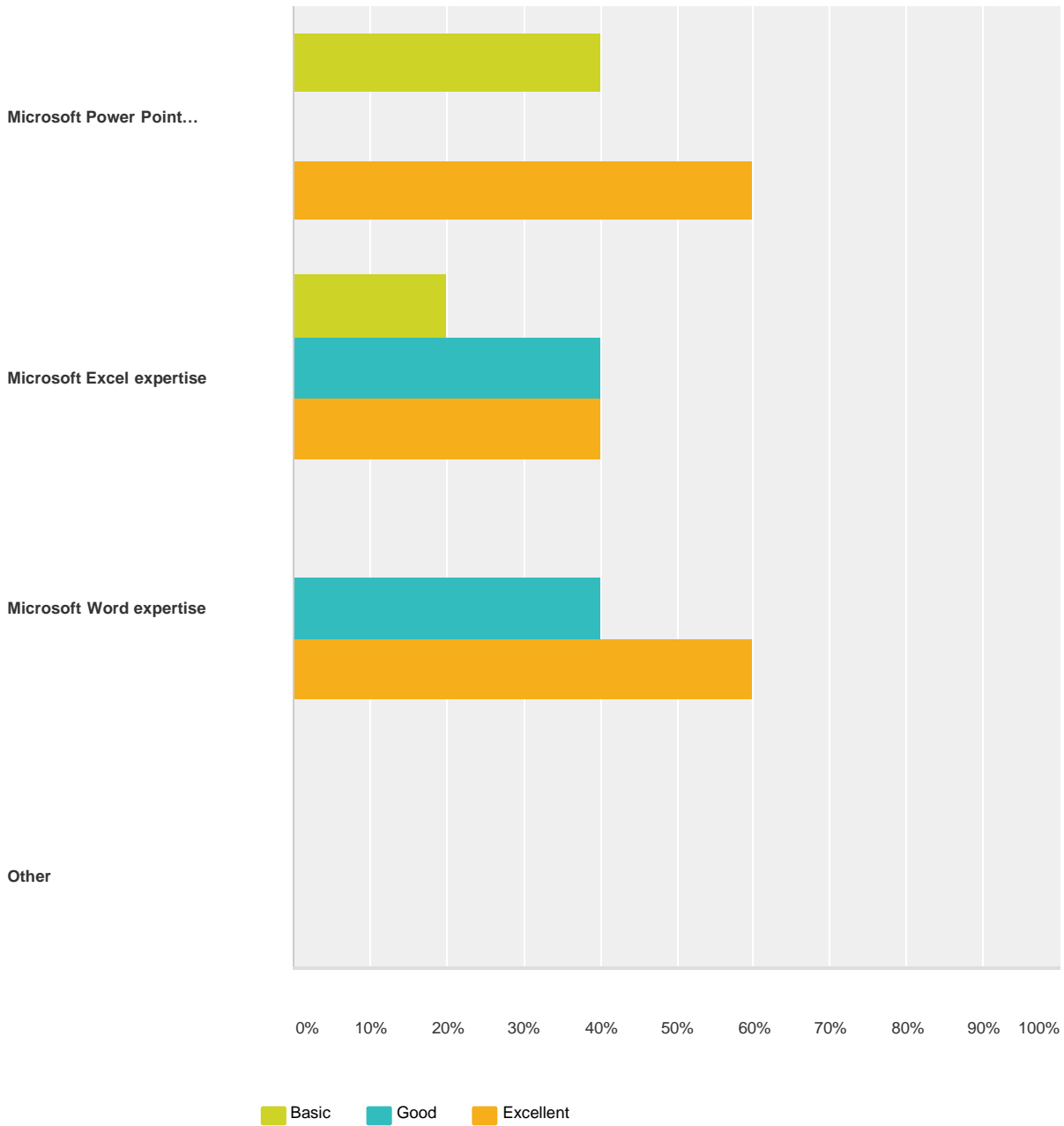
Answered: 7 Skipped: 0



Answer Choices	Responses
Basic	14.29% 1
Good	42.86% 3
Excellent	42.86% 3
<b>Total</b>	<b>7</b>

**Q21 Please select type and level Basic, Good or Excellent for each:**

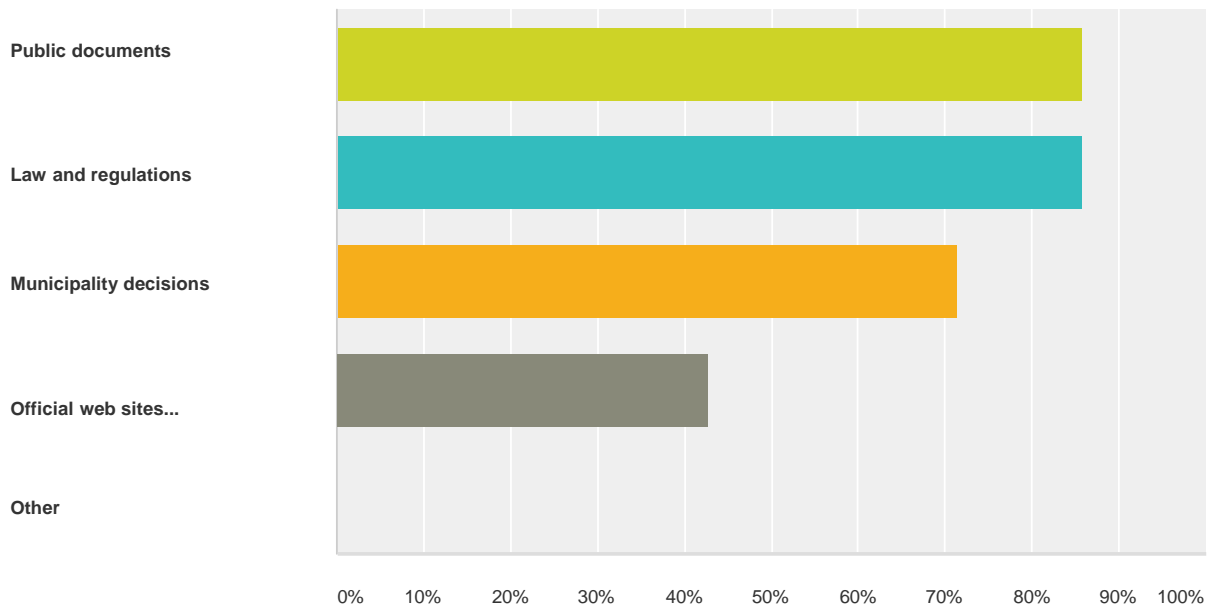
Answered: 5 Skipped: 2



	Basic	Good	Excellent	Total
Microsoft Power Point expertise	40.00% 2	0.00% 0	60.00% 3	5
Microsoft Excel expertise	20.00% 1	40.00% 2	40.00% 2	5
Microsoft Word expertise	0.00% 0	40.00% 2	60.00% 3	5
Other	0.00% 0	0.00% 0	0.00% 0	0

## Q22 What kind of sources you professionally use for data collection?

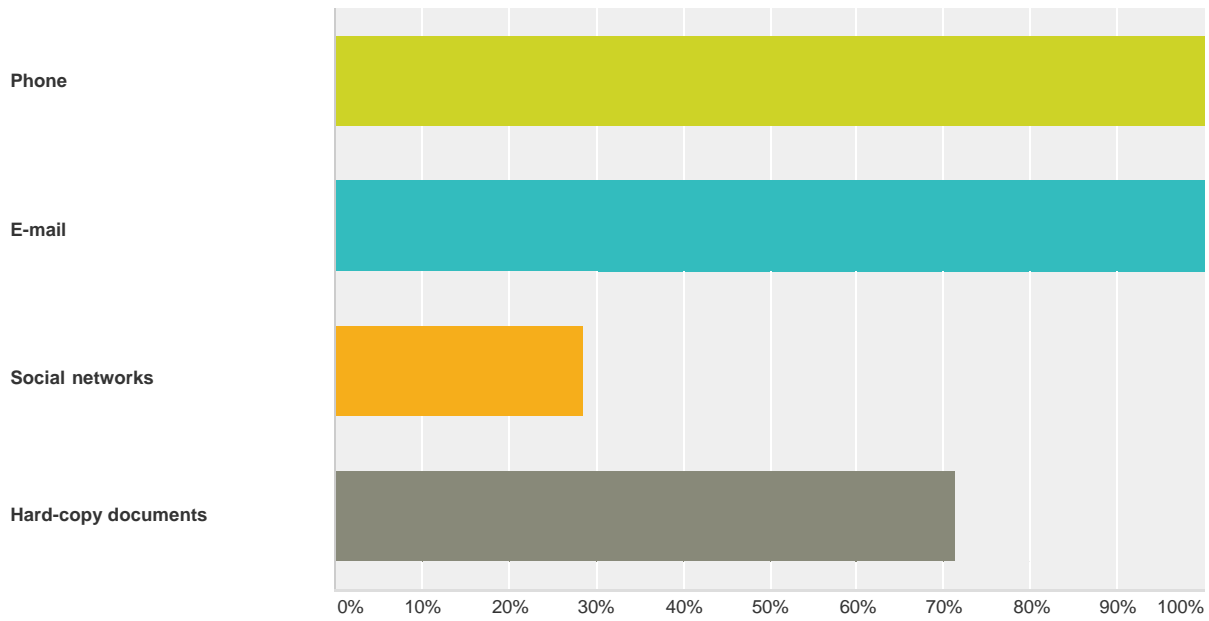
Answered: 7 Skipped: 0



Answer Choices	Responses	Count
Public documents	85.71%	6
Law and regulations	85.71%	6
Municipality decisions	71.43%	5
Official web sites information	42.86%	3
Other	0.00%	0
<b>Total Respondents: 7</b>		

### Q23 What are your official communication tools?

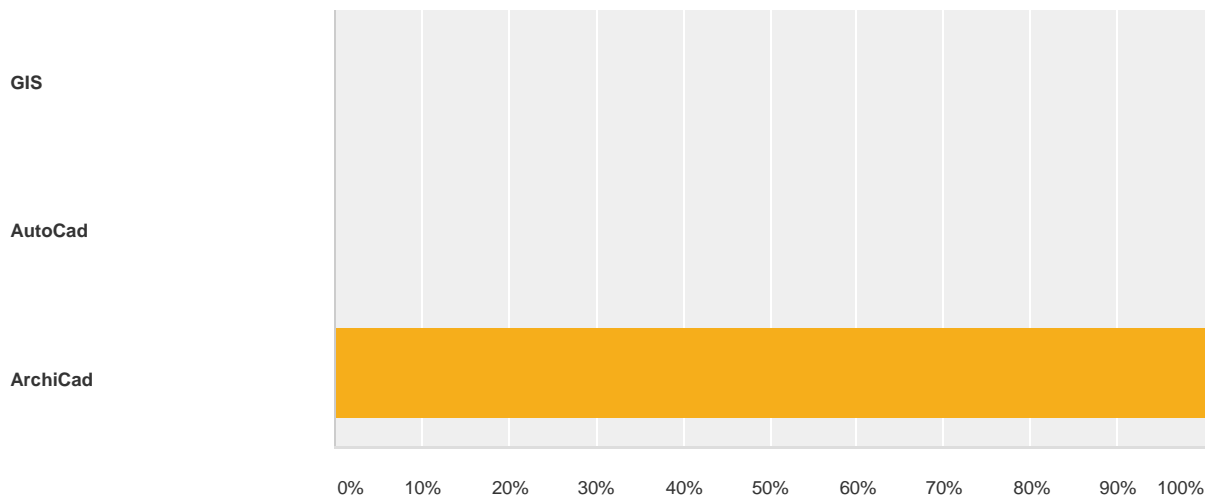
Answered: 7 Skipped: 0



Answer Choices	Responses
Phone	100.00% 7
E-mail	100.00% 7
Social networks	28.57% 2
Hard-copy documents	71.43% 5
<b>Total Respondents: 7</b>	

**Q24 Are you using any of the listed softwares for your daily job? If NO, please proceed to next question. If YES, please select the respective ones:**

Answered: 1 Skipped: 6

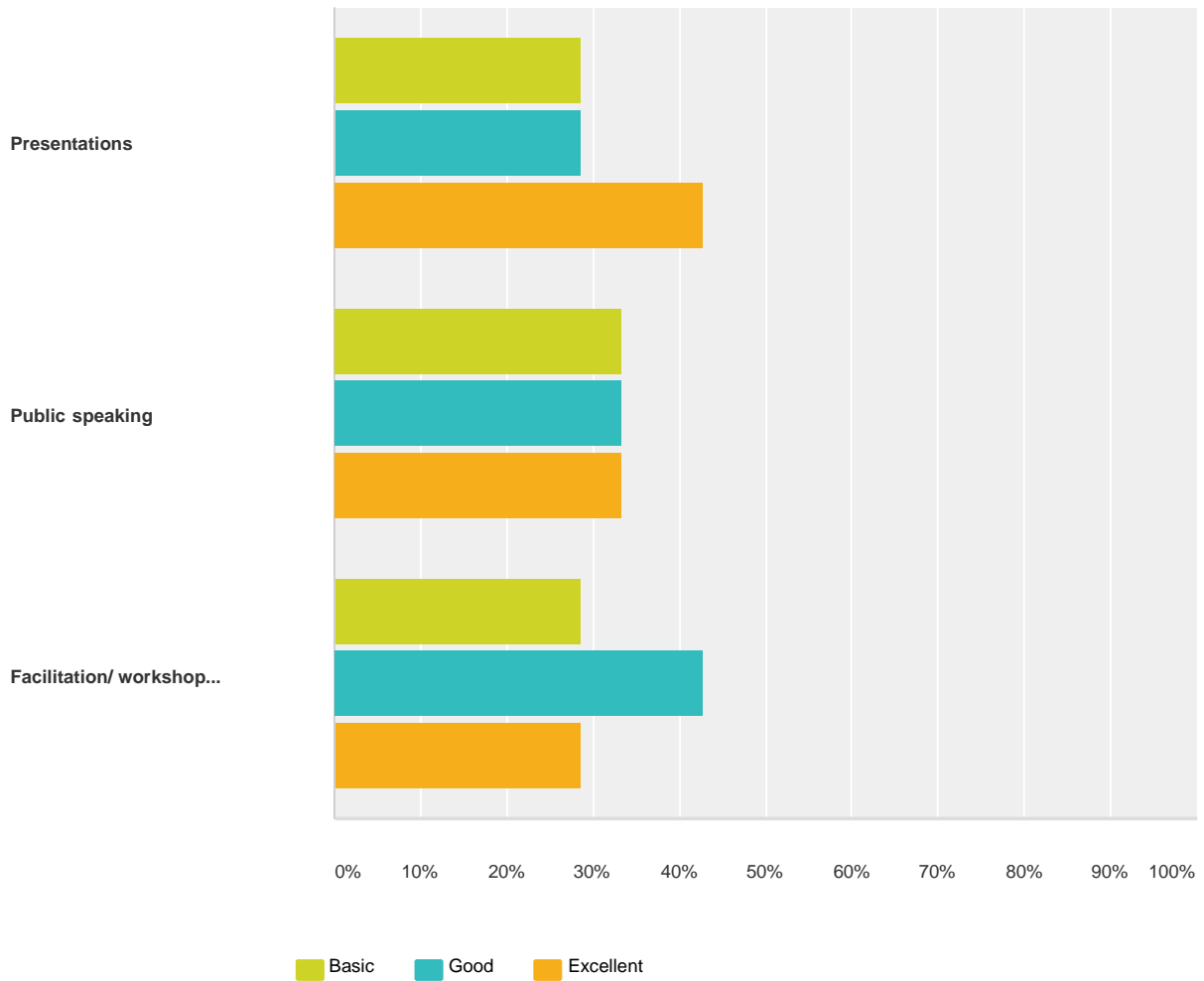


Answer Choices	Responses
GIS	0.00% 0
AutoCad	0.00% 0
ArchiCad	100.00% 1
<b>Total Respondents: 1</b>	



## Q25 What are your skills in the following categories?

Answered: 7 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	28.57% 2	28.57% 2	42.86% 3	7
Public speaking	33.33% 2	33.33% 2	33.33% 2	6
Facilitation/workshop experience	28.57% 2	42.86% 3	28.57% 2	7

## Q26 Please insert any additional comment you may have

Answered: 1 Skipped: 6

#	Responses	Date
1	I would emphasize that it is very much important to have study visits for the municipal officials of different sectors. Certain trainings have been held, but the concentration of the officials was not sufficient. Site visits and experience of the others would reflect differently on the future engagement and plan drafting.	3/13/2017 11:08 AM

## Annex 3.4: Register of Planning Documents

### MUNICIPALITY OF MITROVICA NORTH

Register of statutory strategic and operational spatial planning documents formulated by the government at the local and central level based on the administrative system of Yugoslavia; Serbia and Montenegro; and Kosovo.

*Source: Municipality of Mitrovica North*

#### Government at the local level

##### Strategic spatial planning documents:

Type of document:	Municipal Development Plan
Title of the document:	Municipal Development Plan, Municipality of Mitrovica;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Small and Medium Enterprise's (SME's)- 'Metron', 'Lin- Projekt', Mitrovice/ Mitrovica;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica;
Legal basis:	Law no. 2003/ 14 on Spatial Planning;
Language/s:	Albanian, Serbian, English;
Format available:	Print, Digital;
Availability:	Yes.

Type of document:	Urban Development Plan
Title of the document:	Urban Development Plan, Mitrovica, Municipality of Mitrovica;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Small and Medium Enterprise's (SME's)- 'Metron', 'Lin- Projekt', Mitrovice/ Mitrovica;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica;
Legal basis:	Law no. 2003/ 14 on Spatial Planning;
Language/s:	Albanian, Serbian, English;
Format available:	Print, Digital;
Availability:	Yes.

**Strategic spatial planning documents:**

<b>Type of document:</b>	<b>General Urban Plan</b>
Title of the document:	General Urban Plan, Mitrovica, Municipality of Mitrovica;
Coverage area	n/a.
Drafted:	1979;
Amended:	Several times until 2000
Status:	Invalid;
Drafting authority:	Public Enterprise- Unknown;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

## MUNICIPALITY OF MITROVICA NORTH

Register of statutory strategic spatial planning documents formulated by the government at the local and central level in Republic of Serbia, relevant for strategic and operational spatial planning at the local and central level in Kosovo.

*Source: Spatial Planning Agency, Republic of Serbia*

### Government at the central level

#### Strategic spatial planning documents:

Type of document:	Spatial Plan
Title of the document:	Spatial Plan of Republic of Serbia 2010- 2020, Republic of Serbia;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	Valid;
Drafting authority:	IAUS Belgrade, Belgrade, Serbia;
Decision making authority:	National Assembly, Serbia;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

### Annex 3.5: Register of Capital Projects

#### MUNICIPALITY OF MITROVICA NORTH

Register of capital projects implemented by the government at the local and central level, and the international organizations, in 2015 and 2016.

*Source: Municipality of Mitrovica North*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of residential units for socially vulnerable groups;		
2.	Refurbishment of residential units for socially vulnerable groups;		
3.	Reconstruction of multi-unit residential apartment blocks (III 'skyscrapers');		
4.	Reconstruction of kindergarden facility;		
5.	Reconstruction of primary education facility;		
6.	Reconstruction of secondary and tertiary education facilities;		
7.	Reconstruction of sidewalks;		
8.	Refurbishment of the green market facility;		
9.	Refurbishment of the exhibition space (Ivo Lola Ribar street);		
10.	Repair of the sewage and water supply systems (Brdjani/ Kroj i vitakut settlement);		
11.	Repair of public lighting system;		
12.	Reconstruction of transportation Infrastructure- roads/ streets;		
13.	Purchase and installation of elevators in residential blocks;		
14.	Purchase of healthcare equipment;		
1.	Construction of the bus terminal;		
2.	Construction of pedestrian avenue on the former main street;		
3.	Construction of 'King Lazar' monument;		

**Government at the central level****Government of Kosovo- Development Fund for the North**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of the sports hall;		
2.	Construction of the fire station		
3.	Construction of the regional cultural facility;		
4.	Support to small and medium-sized enterprises.		

**Ministry of infrastructure**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of roads and streets, including respective lighting systems.		

**Ministry of environment and spatial planning**

#	Project description:	Quantity/ unit:	Amount:
1.	Purchase of waste collection equipment;		
2.	Regulation of Ibar/ Iber riverbed and riverbanks;		
3.	Repair of the sewage and water supply systems;		
4.	Purchase of waste and maintenance trucks and equipment;		

**Ministry of culture, youth and sports**

#	Project description:	Quantity/ unit:	Amount:
1.	Purchase of sports equipment for schools.		

**Ministry of labour and social welfare**

#	Project description:	Quantity/ unit:	Amount:
1.	Refurbishment of residential units for socially vulnerable groups;		
2.	Construction of residential units for socially vulnerable groups.		

**Ministry of education, science and technology**

#	Project description:	Quantity/ unit:	Amount:
1.	Refurbishment of education facilities.		

**Ministry for communities and return**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of residential units for internally displaced persons.		

**Ministry of local government administration**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of street infrastructure;		
2.	Reconstruction of multi-unit residential facilities;		
3.	Refurbishment of cultural facility.		

**International organizations****European Union Office in Kosovo- 2015 and 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of the main bridge;		
2.	Construction of the park and playground;		
3.	Construction of the bus terminal;		
4.	Refurbishment of healthcare facility;		
5.	Construction of the local government administration facility- municipal hall;		



## MUNICIPALITY OF MITROVICA NORTH

### Register of capital projects planned for implementation in 2017.

*Source: Municipality of Mitrovica North*

#### **Government at the local level**

#	Project description:	Quantity/ unit:	Amount:
1.	Small emergency projects in the area of transportation and technical Infrastructure;		
2.	Small emergency projects in the area of social facilities;		
1.	Construction of public garage;		

#### **International organizations**

##### **European Union Office in Kosovo**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of the university seat (University of Pristina with temporary seat in Mitrovica North);		
2.	Construction of the cultural facility;		

## Annex 3.6: Register of Stakeholders

### MUNICIPALITY OF MITROVICA NORTH

#### Register of stakeholders

Who	Areas of engagement	Main achievements	Ongoing projects	Planned projects	Role/ membership in coordination mechanisms	Level of stake/ influence	Gender marker
<b>Government Institutions, Kosovo- Administrative Systems of Kosovo and Serbia</b>							
Local level- Administrative System of Kosovo							
Department for urbanism, cadastre and geodesy	Urban and spatial planning and development management; Environmental planning and management; Land and property management;	Issuance of development conditions and building permits for certain specific public and private facilities; Development of database of constructions without permit; Management of cadastre.	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for economy and finance	Budget and financial planning management.	Support to Small and Medium Enterprises.	Support to Small and Medium Enterprises.	Support to Small and Medium Enterprises.	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for general administration	General operations, administration, legislation and management; Development and management of civil register.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender sensitive
Department for communities and public relations	Local communities support and public relations	Liaison with local communities and returnees; Support the local communities and returnees; Registration of Non-Governmental Organizations.	Support the activities in the scope of construction/ reconstruction of residential facilities for socially vulnerable categories;	Support the activities in the scope of construction/ reconstruction of residential facilities for socially vulnerable categories;	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender sensitive

### Annex 3.6: Register of Stakeholders

Department for public utilities, infrastructure, inspectorate and emergencies.	Social facilities; Technical and transportation infrastructure; Construction and environment inspection; Management with emergency situations.	Implementation and utilization of capital projects- social facilities, technical and transportation infrastructure, and respective services.	Repair/ replacement of technical infrastructure- water, waste-water; Construction/ reconstruction of social facilities- residential, healthcare, education, culture, sports, transportation; and procurement of respective equipment.	Repair/ replacement of technical infrastructure; Construction/ reconstruction of transportation infrastructure; Construction/ reconstruction of social facilities; Procurement of respective equipment.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware
Department for education, culture, youth, sports.	Administration of education, culture, youth, sports sectors.	Provision of services; Implementation of small projects.	Purchase of sports equipment.	Refurbishment of infrastructure and expansion of the scope of services.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware
Department for health and social welfare.	Administration of health and social welfare sectors.	Provision of social assistance; Provision of social services; Implementation of small projects.	Refurbishment of infrastructure and enhancement of services.	Purchase of healthcare equipment; Refurbishment of infrastructure and expansion of the scope of services.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware

Local level- Administrative System of Serbia							
Department for urbanism/ urban planning, housing and utility, and property affairs	Urban and spatial planning and development management; Environmental planning and management; Land and property management; Inspection.	Implementation of capital investment projects- transportation infrastructure and social facilities.	Partial repair of waste-water collection network. Partial repair of water supply network. Land expropriation for the regional landfill. Land expropriation for the access road to regional landfill. Cleaning former industrial landfill.	Construction of regional waste landfill. Construction/ reconstruction of transportation infrastructure- local roads and streets; and social facilities- youth centre, sports centre.	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for economy and finance	Budget and financial planning management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware
Department for social, general and common affairs	General operations, administration and management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender sensitive

**Government Institutions, Kosovo- Kosovo Administrative Systems**

Central level							
Sluzba za zaposljavanje- Predstavništvo u Severnoj Mitrovici Employment Authority- Branch office in Mitrovica North	Maintenance of employment registers; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises.	Advisory.	Small stake- Low influence	Gender aware

**Government Institutions, Serbia- Serbian Administrative Systems**

Central level							
Ministarstvo finansija, Poreska uprava- Regionalni centar, Pristina- Predstavništvo u Severnoj Mitrovici Ministry of Finance, Tax administration- Regional center, Prishtine/ Pristina- Branch office in Mitrovica North	Tax administration.	na	na	na	na	na	na
Nacionalna sluzba za zaposljavanje- Predstavništvo u Severnoj Mitrovici National Employment Authority- Branch office in Mitovica North	Maintenance of employment registries; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises; Employment fairs.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises; Organization of annual employment fairs.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises. Employment fairs.	na	na	na
Republički fond za zdravstveno osiguranje- Predstavništvo u Severnoj Mitrovici Republic Fund for Health Insurance- Branch office in Mitrovica North	Healthcare insurance administration.	na	na	na	na	na	na

Republički geodetski zavod, Služba za katastar nepokretnosti- Predstavništvo u Severnoj Mitrovici Republic Geodetic Authority, Real estate cadastre service- Branch office in Mitrovica North	Technical and administrative tasks related to state survey, land cadastre, real estate cadastre, utilities cadastre and registration of real estate rights, their maintenance and update.	na	na	na	Decision-making;  Technical assistance and advisory.	Big stake- High influence	Gender aware
Regionalni bolnica Regional hospital	Secondary healthcare services.	na	na	na	Advisory.	Small stake- Low influence	Gender aware
'Univerzitet u Prishtini', Pristina, sa privremenim sedistem u Severnoj Mitrovici 'University of Pristina', Pristina, with temporary head office in Mitrovica North	Tertiary education	Provision of secondary education services in the following faculties: Faculty of Natural Sciences; Faculty of Technical Sciences; Faculty of Economy; Faculty of Agriculture; Faculty of Arts; Faculty of Sports; Faculty of Medicine; Faculty of Legal Studies; Faculty of Pedagogy; Faculty of Philosophy.	na	na	Advisory.	Small stake- Low influence	Gender aware

Regional level							
Centar za socijalni rad, Predstavništvo u Severnoj Mitrovici Center for Social Work, Branch office in Mitrovica North	Social protection services.	Wider range of social protection services; Formulation of social protection strategy; Publication of Bulletin on existing and planned social services.	na	na	Advisory.	Small stake-  Low influence	Gender aware
Apotekarska ustanova, Predstavništvo u Severnoj Mitrovici Pharmaceutical Institute, Branch office in Mitrovica North	Pharmaceutical services.	na	na	na	Advisory.	Small stake-  Low influence	Gender aware



Local level							
Dom zdravlja Healthcare Centre	Primary healthcare services.	Engagement of additional highly qualified medical personnel; Improvement of the existing services, and introduction of the new; Purchase of new medical equipment; Purchase of new emergency and non-emergency transportation vehicles; Partially renovated facility.	na	Expansion of the scope of medical services;  Replacement of old medical equipment;  Replacement of old emergency and non-emergency transportation vehicles fleet;  Renovation of facility.	Advisory.	Small stake-  Low influence	Gender aware
Srednje škole Secondary Schools	Secondary education	Provision of secondary education services in the following schools: Gymnasium; School of Economy; School of Technical education; School of Medical Education.	na	na	Advisory.	Small stake- Low influence	Gender aware
Osnovne škole (3) Primary Schools (3)	Primary education	Provision of basic education services.	na	na	Advisory.	Small stake- Low influence	Gender aware
Ustanova za predškolsko vaspitanje i obrazovanje 'Danica Jaramaz' Pre-school Education Institute 'Danica Jaramaz'	Kindergarten and pre-school education services.	Provision of services.	na	na	Advisory.	Small stake- Low influence	Gender aware

Public Enterprises, Kosovo- Kosovo Administrative System							
Central level							
Javno preduzece 'Regionalni Vodovod', Juzna Mitrovica Public Eneterprise 'Regional Water Supply Company', Mitrovica South	Development, management and maintenance of infrastructure and water-supply services;	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Small stake- High influence	Gender aware

Public Enterprises, Serbia- Serbian Administrative System							
Central level (on-going transformation)							
Javno proizućece 'Elektro-Kosmet', Predstavništvo u Severnoj Mitrovici Public enterprise 'Elektro-Kosmet', Branch office in Mitrovica North	Power distribution-network development, management and maintenance.	Provision of power distribution services.	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Na	Na
Javno proizućece 'Telekom', Beograd-Predstavništvo u Severnoj Mitrovici Public enterprise 'Telekom', Belgrade-Branch office in Mitrovica North	Telecommunication s- fixed, mobile and internet services-network development, management and maintenance.	Provision of telecommunication services.	Networks development, management and maintenance.	Networks development, management and maintenance.	Technical assistance and advisory.	Na	na
Javno proizućece 'Posta Srbije', Beograd-Predstavništvo u Severnoj Mitrovici Public Enterprise 'Post of Serbia', Belgrade- Branch office in Mitrovica North	Shipping and mailing services.	Provision of shipping and mailing services.	na	na	Technical assistance and advisory.	na	na

Local level (on-going transformation)							
Javno preduzece 'Direkcija za Gradjevinsko Zemljiste i Puteve', Predstavništvo u Severnoj Mitrovici Public Enterprise 'Directorate for Construction Land and Roads/ Streets', Branch office in Mitrovica North	Principal and regional roads-networks development, management and maintenance; Construction land maintenance; Public greenery and cemetery maintenance.	Provision of network maintenance;	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake-  Low influence	na
Javno preduzece 'Ibar', Predstavništvo u Severnoj Mitrovici Public Enterprise 'Ibar', Branch office in Mitrovica North	Development, management and maintenance of infrastructure and services:  Water supply (Mitrovica South);  Waste water management.	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Small stake-  High influence	Gender aware
Javno preduzece 'Standard', Predstavništvo u Severnoj Mitrovici Public Enterprise 'Standard', Branch office in Mitrovica North	Development, management and maintenance of services:  Waste management-collection/ disposal.	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Small stake-  High influence	Gender aware

<b>Non-Governmental Organization's</b>							
Registered- Kosovo administrative system							
'Advocacy Centre for Democratic Culture'	Ethnic minorities, Culture, Education.	Planning and organizing multi-ethnic seminars on informal education; Planning and organizing multi-ethnic cultural and sports activities.	na	na	Advisory; Advocacy.	Small stake- High influence	Gender sensitive
'Association For Peace Kosovo'	Ethnic minorities, Culture, Education.	Establishing community education facilities; Establishing youth empowering and advisory facilities.	na	na	Advisory; Advocacy.	Small stake- High influence	Gender sensitive
'Youth of JAZAS Kosovo'	Community development.	Awareness raising, campaigns on STDs, HIV/AIDS and substance abuse.	na	na	Advisory; Advocacy.	Small stake- High influence	Gender sensitive
'Aktiv'	Community development; Economic growth; Human rights; Democracy; Culture.	Establishing social, cultural and youth facilities; Organizing community development activities; Strengthening the capacities of local non-governmentaal organizations; Conducting diverse campaigns; Conducting community mobilization activities.	Further strengthening the capacities of local non-governmentaal organizations;  Organizing community and business development activities.	na	Advisory; Advocacy.	Small stake- High influence	Gender sensitive
'Zensko Pravo'	Women rights.	Promotion of women's rights; Support programs for vulnerable groups.	na	na	Advisory; Advocacy.	Small stake- High influence	Gender sensitive

International Organizations							
Representative offices							
United Nations Interim Administration	UN Security Council Resolution 1244- 10 June 1999: Police and justice; Civil administration; Democratization and institution building; and Reconstruction and economic development.	Monitoring of political and security situation; Grant program for public and civil sector; Funding of infrastructure projects.	na	na	Technical assistance and advisory.	Small stake- High influence	Gender sensitive
United Nations Development Programme	Provision of expert advisory, training, and grants support, in the following areas: Inclusive growth; Sustainable development; Environment protection.	Strengthening the capacities of local institutions in delivering services- improving performance; Strengthening the capacities of private sector- improving performance and decreasing unemployment; Support to local agriculture and rural development; Public awareness for disaster risk reduction and prevention; Grant schemes.	Good governance programme- engagement of advisors for the mayors; Labour market program; Aid for trade programme- job creation in rural areas; Forestry programme- job creation with `Srbija sume`; Gender Based Violence (GBV) programme with five other UN agencies. Grant schemes.	Social housing programme; Gender Based Violence (GBV) programme with five other UN agencies. Grant schemes.	Technical assistance and advisory.	Small stake- High influence	Gender transform ative
United Nations Children's Fund	Provision of humanitarian and development assistance to children and mothers.	Support to legislative and regulatory framework reform; Collaboration with non-governmental organizations and media in promoting and empowering the rights of children, adolescents and youth.	Human trafficking.	Early childhood development programme; Adolescents and youth programme; Grant schemes.	Technical assistance and advisory.	Small stake- High influence	Gender sensitive

United Nations Office of High Commissioner for Human Rights	Promotion and protection of human rights under international law.	Establishment of inter-institutional coordination mechanisms for addressing Gender Based Violence (GBV); Provision of support services for the victims of GBV, including shelter, counselling, legal aid and economic empowerment; Capacity strengthening activities to effectively respond to GBV cases, for police, non-governmental organizations; Formulation of local action plan for addressing GBV.	Addressing GBV in northern municipalities through the UNKT mechanism.	na	Technical assistance and advisory.	Small stake- High influence	Gender sensitive
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United Nations Office of High Commissioner for Refugees	Protection, support and assistance to refugees in their voluntary repatriation, local integration or resettlement to a third country.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
United Nations Population Fund	Improvement of reproductive health; Formulation of national strategies and protocols; Provision of supplies & services.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
Organization for Security and Co-operation in Europe	Arms control; Promotion of human rights; Freedom of the press; Fair elections.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive

European Union Office in Kosovo	Implementation of EU agenda;  Introduction and implementation of policy;  Implementation of the EU's financial assistance;  Advice and support to governmental institutions.	Implementation of Grant Scheme for the northern municipalities;  Founding of training centre for rapid business development.	Construction of social facilities and transportation infrastructure, and green areas.	na	Technical and development assistance, support and advisory.	Big stake-High influence	Gender sensitive
European Union Information and	Public information,	Information on European Union, its institutions and	na	na	Advisory.	Small	Gender



Cultural Centre	Cultural activities	policies, various EU grants and projects for Kosovo, and Kosovo's road towards EU Integration.				stake- High influence	sensitive
United States Agency for International Development	Economic growth	Support to Small and Medium Enterprises.	na	na	Technical and development assistance, support and advisory.	Small stake- High influence	Gender sensitive

**ANNEX 4:**  
**MUNICIPALITY OF LEPOSAVIC**  
**Municipal Baseline Assessment**

Annex 4.1:	Rapid SWOT Analysis
Annex 4.2:	Municipal Self-Assessment- Survey findings
Annex 4.3:	Municipal Staff Skills Inventory- Survey findings (System summary)
Annex 4.4:	Register of Planning Documents
Annex 4.5:	Register of Capital Projects
Annex 4.6:	Register of Stakeholders

## Annex 4.1: Rapid SWOT Analysis

### MUNICIPALITY OF LEPOSAVIC

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Spatial/ Sectoral/ Multi-Sectoral Strategic/ Operational Products and Processes

Strengths:	Weaknesses:
General Urban Plans (GUPs), Detailed Urban Plans (DUPs), Detailed Regulatory Plans (DRPs) and Urban Design Projects (UDPs) are still being used as working documents in support of municipal development, in particularly for the development of technical and transportation infrastructure i.e., water supply networks, waste water collection networks, respectively street/ roads networks; as well as residential, social and commercial facilities.	Expired/ revoked spatial planning documents i.e., General Urban Plans (GUPs), Detailed Urban Plans (DUPs), Detailed Regulatory Plans (DRPs) and Urban Design Projects (UDPs) were formulated based on legislative framework of Yugoslavia/ Serbia and Montenegro/ Serbia; and drafted by third parties (specialized public enterprises).
--	Access to spatial planning documents exclusive to employees engaged by the local government administration functioning according to Administrative system of Serbia.
Recently developed statutory and non-statutory strategic and operational sectoral planning documents i.e., Local Environmental Action Plan, Tourism Development Plan; formulated based on legislative framework of Kosovo, by non-governmental organizations and international specialized agencies, and with support of central government administration (Kosovo).	Lack of local government administration ownership and leadership in initiating and guiding statutory/ non-statutory strategic and operational sectoral planning processes;
--	Non-transparent statutory/ non-statutory strategic and operational sectoral planning processes, agendas and priorities driven by interests of certain parties;
Certain activities in process of statutory/ non-statutory strategic and operational sectoral planning processes associated with local community engagement.	No statutory/ non-statutory strategic and operational sectoral planning reports associated with local community engagement.
--	No statutory/ non-statutory strategic and operational sectoral planning processes associated with gender responsive approaches.
--	No environmental assessment reports formulated for statutory/ non-statutory strategic and operational sectoral planning documents- ad-hoc environmental management.
Opportunities:	Threats
A new system of planning (Kosovo), hence a new set of spatial planning documents to be formulated under the responsibility of local administration, with support of UN-Habitat/ Inclusive Development Programme.	Formulation of local spatial and sectoral planning documents not in harmony with strategic orientations of the Spatial Plan of Kosovo.
--	Planning, development and management decisions and processes undertaken based on estimated and outdated data and information- ad-hoc basis.
Availability of central sectoral planning documents;	Lack of accessibility to central sectoral planning documents.
Possibility for the local administration to support certain activities, in the framework of spatial planning processes i.e., local community and public engagement; by following a specific administrative procedure.	Lack of municipal commitment and of funds/ budget requested/ allocated for formulation of planning documents/ management of respective processes.

## Data and Information- Securing, Storing, Collecting, Sharing, Updating

Strengths	Weaknesses
--	Unavailability of consolidated data and information systems;
Availability of sectoral data and information systems.	Unknown quantity and quality of sectoral data and information available;
--	Limited and outdated data and information in the scope of expired/ revoked planning documents;
--	Denied access to data and information on the number of officers employed, based on the administrative systems.
--	Lack of sex disaggregated data and information.
Basic sectoral data and information systems in Microsoft Word/ Excel formats i.e. demography; social facilities and services; technical and transportation infrastructure; environment, and land-use;	Unavailability of data and information management procedures;
Functional archiving system since 1970's, and hence a complete register of development conditions and construction permits issued.	--
--	Boycott of Kosovo population and housing census (2011) by the Serbian majority municipalities throughout Kosovo; hence lack of data and information on the respective.
Opportunities	Threats
Central governments administration support for establishing and using the following data systems: <ul style="list-style-type: none"> <li>- 'Spatial Planning Application Kosovo (SPAK)- QGIS' (an integrated geo-database for the purpose of planning, development and management);</li> <li>- Database of constructions without permit- QGIS: (Ministry of Environment and Spatial Planning);</li> <li>- Database of real estate cadastre- SKTK: (Kosovo Cadastral Agency).</li> </ul>	--
--	Real estate cadastre system under the management of the central administration- Serbia;
--	Real estate cadastre extracts in hardcopy formats;
--	Real estate cadastre update banned since 1999.

## Legislative Frameworks- Laws, By-Laws, Regulations and Rule-books

Strengths:	Weaknesses:
Advanced information and knowledge on the revoked/ applicable legislative frameworks for planning, development and management- Yugoslavia/ Serbia and Montenegro/ Serbia.	Lack of information on the administrative system of Kosovo, respective legislative framework.
--	Difficulties in locating applicable legislative frameworks for planning, development and management in central government administration web-systems; as well as understanding it due to substantial errors in Serbian language.
Opportunities:	Threat:
Availability of Kosovo spatial and sectoral planning legal framework in Serbian language.	Application of the provisions from the legislative framework of Serbia i.e., planning, treatment of constructions without permit, etc.
Availability of Kosovo spatial and sectoral planning legal framework implementation tools- MuSPP Toolbox, available in Serbian language.	--

## Human Resources- Formulation of Documents; Management of Processes

<b>Strengths:</b>	<b>Weaknesses:</b>
--	Unknown number of officers employed in the local government administration.
A number of local government administration officers gradually integrated from the Administrative system of Serbia to Administrative system of Kosovo;	A number of officers employed by the Administrative system of Serbia.
The department of urbanism/ spatial planning established according to administrative system of Kosovo;	Limited cooperation/coordination among the officers from Kosovo/ Serbia administrative systems;
--	Conflicts among the two administrations- Kosovo/ Serbia.
Established MPT with resource staff from both administrative systems to accelerate formulation process and to promote integration.	--
Recognition of the needs for legal and technical training and capacity building/ strengthening vis-a-vis formulating documents and managing processes, and interest in continuous learning.	Limited knowledge and experience in the following areas: <ul style="list-style-type: none"> <li>- Tools and techniques for managing strategic planning and development management process;</li> <li>- Environmental planning /administrative processes and procedures</li> <li>- formulating strategic/ operational spatial/ sectoral planning documents, including environmental assessment documents, or managing respective processes</li> <li>- conducting qualitative/ quantitative data and information;</li> <li>- leading and supporting inclusive participatory processes and community outreach</li> </ul>
--	No experience in conducting digital data geo-referencing;
--	No experience in mainstreaming gender considerations on spatial planning documents.
--	No experience in mainstreaming community participation in spatial planning processes.
Some experience in issuing development conditions, development permits and respective implementation supervision.	Some experience in issuing environmental conditions, environmental permits and respective implementation supervision.
<b>Opportunities</b>	<b>Threats</b>
--	Application of dual administrative systems in local government administration.
New local government administration- consolidation and systematization process under way;	Long-lasting local government administration- consolidation and systematization process;

## Cooperation and Coordination

Strengths:	Weaknesses:
--	Lack of regular communication, coordination and cooperation lines between the central level- ministries and specialized agencies, in the area of design and implementation of capital projects, and services delivery.
Experienced with Inter-Municipal Cooperation (IMC) options;	--
Institutional coordination/ cooperation, joint investments/ service delivery among three northern Serbian majority municipalities in the following areas: - healthcare and education; - water-supply infrastructure; - waste-management; - formulation of environmental planning documents.	--
Interested/ committed in teaming-up with following authorities: - with local government administrations in the 'region', in particularly with three northern Serbian majority municipalities, and - with neighbouring local government administrations in Serbia. In the following areas: - design and implementation of capital projects, and - service delivery;	--
Opportunities:	Threat:
Commencement of institutional coordination/ cooperation with central and regional service/ utility providers (Kosovo);	Continuity of institutional coordination/ cooperation with central level- ministries and specialized agencies (Serbia); and central and regional service/ utility providers and (Serbia), outside the administrative system of Kosovo;
Commencement of policy dialogue with authority/ies at the central level- ministries and specialized agencies (Kosovo);	--
--	Coordination/ cooperation with Kosovo government administration dependent on the role of Association of Serb majority Municipalities;
--	Highly politicised local community and non-governmental organizations;
--	Lack of local community trust in local government administration, in local non-government organizations; in central and local government administration (Kosovo/ Serbia).

## **Annex 4.2: Municipal Self-Assessment- Survey findings**

### **MUNICIPALITY OF LEPOSAVIC**

#### **Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.

## A. DOCUMENTS

### 1. Are there any strategic spatial planning documents drafted?

#### Reference:

Municipal Development Plan (MDP), Urban Development Plan (UDP);  
Municipal Spatial Plan (MSP), General Urban Plan (GUP).

- Yes
- No

#### If YES,

Please present the title, the period of validity and the drafting authority/ entity:

#### Note/s:

All strategic spatial planning documents were drafted based on the spatial planning legislative framework of Yugoslavia, Serbia and Montenegro.

All strategic spatial planning documents have expired or are considered invalid due to entering into force of new spatial planning legislative framework of Serbia.

Register of strategic spatial planning documents drafted:

- General Urban Plan (GUP), Leposavic, 1994 (expired/revoked);  
Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
- General Urban Plan (GUP), Socanica, 1988 (expired/revoked);  
Institute for architecture and urban planning, Belgrade, Republic of Serbia;
- General Urban Plan (GUP), Lesak, 1968 (expired/revoked);  
Architectural and urban planning office 'Oblik', Belgrade, Republic of Serbia.

#### See attached:

[Register of planning documents.](#)

#### If YES,

Please present the role and responsibilities of the municipality, if drafting outsourced:

GUP's:

- Manage the administrative procedures;
- Formulate decisions for formulating and implementing strategic spatial planning documents;
- Formulate decisions for establishing municipal planning teams for strategic spatial planning documents;
- Formulate programmes for strategic spatial planning documents;
- Formulate terms of reference for consultancy;
- Manage strategic spatial planning programmes;
- Provide data and information available;
- Organize and provide support in data and information collection activities;
- Organize and manage sectoral events;
- Review strategic spatial planning documents and provided feedback;
- Organize and manage public review/ hearing/ debate on draft-strategic spatial planning documents;
- Review public review/ hearing/ debate reports and provide feedback.

#### If YES,

Please present the plan implementation degree, and monitoring extent, if defined:

GUP's:

- No evaluation activities were conducted;
- No data/ information are available on the implementation degree for strategic spatial planning documents;
- No data/ information are available on the monitoring extent of implementation process for strategic spatial planning documents;
- No data/ information are available on the implementation of impact assessment for strategic spatial planning documents;
- No designated mechanisms are available for measuring the implementation degree, and monitoring extent for strategic spatial planning documents.

#### If YES,

Please present the plan evaluation outcome, if available:

n/a.

#### If NO,

Please elaborate on how you do manage spatial development:



Refer to section on operational spatial planning documents for details.

## 2. Are there any operational spatial planning documents drafted?

### Reference:

Urban Regulation Plan (URP);

Detail Urban Plan (DUP).

Yes

No

### **If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

### **Note/s:**

All operational spatial planning documents were drafted based on the spatial planning legislative framework of Yugoslavia, Serbia and Montenegro.

All operational spatial planning documents have expired or are considered invalid due to entering into force of new spatial planning legislative framework of Serbia.

Register of operational spatial planning documents drafted:

- Detailed Regulation Plan (DRP) for 'university centre & housing block' in Leposavic, 2003 (expired/revoked);
- Detailed Regulation Plan (DRP) for 'housing block' in Lesak, 2003 (expired/revoked);  
Public Enterprise- Department for urban planning and construction, Kragujevac, Serbia.

Register of operational spatial design documents:

- Urban Design Project (UDP) for 'housing block' in Lesak, 2003;
- Urban Design Project (UDP) for 'central settlement block' in Leposavic, 2001;
- Urban Design Project (UDP) for 'housing block' in Leposavic, 2001;
- Urban Design Project (UDP) for 'housing block' in Leposavic, 2001;
- Urban Design Project (UDP) for 'freight terminal' in Leposavic, 2001;
- Urban Design Project (UDP) for 'trade centre' in Lesak, 2001;
- Urban Design Project (UDP) for 'part of settlement' in Lesak, 1998;
- Urban Design Project (UDP) for 'business centre' in Lesak, 1998;
- Urban Design Project (UDP) for 'housing block' in Leposavic, 1992;  
Public Enterprise- Department for urban planning and construction, Kragujevac, Serbia.

### **See attached:**

[Register of planning documents.](#)

### **If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

DRP and UDP:

- Manage the administrative procedures;
- Formulate decisions for formulating and implementing operational spatial planning documents;
- Formulate decisions for establishing municipal planning teams for operational spatial planning documents;
- Formulate programmes for operational spatial planning documents;
- Formulate terms of reference for consultancy;
- Manage operational spatial planning programmes;
- Provide data and information available;
- Organize and provide support in data and information collection activities;
- Organize and manage sectoral events;
- Review operational spatial planning documents and provided feedback;
- Organize and manage public review/ hearing/ debate on draft-operational spatial planning documents;
- Review public review/ hearing/ debate reports and provide feedback.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

DRP and UDP:

- No evaluation activities were conducted.
- No data/ information are available on the implementation degree for operational spatial planning documents;
- No data/ information are available on the monitoring extent of implementation process for operational spatial planning documents;
- No data/ information are available on the implementation of impact assessment for operational spatial planning documents;
- No designated mechanisms are available for measuring the implementation degree, and monitoring extent for operational spatial planning documents.

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**If NO,**

Please elaborate on how you do manage spatial management- development conditions and construction permits:

Private and public development is guided and supported by the government at the local level- housing and small commercial facilities; technical and transportation infrastructure and social facilities:

- Low pressure for spatial development and thus low demand for development conditions and construction permits.
- Such demands for spatial development are guided by the operational spatial planning documents (expired/ extended by the municipal assembly for an undisclosed period of time, respectively until the new ones are formulated).
- Implementation supervision is conducted by the administration at the local level.

Public development is guided and supported by the government at the central level and the international community- environmental conservation and restoration, technical and transportation infrastructure and social facilities:

- Intermediate pressure for spatial development and thus growing demand for development conditions and of construction permits.
- Such demands for spatial development are not based on the (expired) operational spatial planning documents.
- Development conditions for formulation of such projects, as well as construction permits for implementation of such projects are provided by the spatial planning authorities at the central level on ad-hoc basis.
- Implementation supervision is conducted by the government at the central level with support of the government at the local level.

**3. Are there any strategic sectoral planning documents drafted?**

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

Register of strategic sectoral/ multi-sectoral planning documents drafted:

- Local Economic Development Strategy 2014- 2016, 2014 (expired/revoked); Municipality of Leposavic; United Nations Development Programme (UNDP)/ Conflict Prevention, Community Stabilization and Support to Local Economic Development; International Development Association (IDA)- Local NGO; The Mission of People of Good Will (MPGW)- Local NGO;
- Tourism Strategic Development Plan 2017- 2022; NGO 'Media Puls' and 'Sports and Tourism Organization', Leposavic.

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**If NO,**

Please elaborate on how you do manage sectoral development:

**Note/s:**

In the former- Yugoslavian system, sectoral planning and development was administered by the socially owned enterprises in accordance with provisions of legislative framework of Serbia i.e., Holding 'Mining, metallurgy and chemical complex- Trepca' AD, Zvecan, Branch complex in Leposavic.

Sectoral development is guided on ad-hoc basis.

**4. Are there any operational sectoral planning documents drafted?**

Reference:  
Local Environmental Action Plan (LEAP).

Yes  
 No

**If YES,**  
Please present the title, the period of validity and the drafting authority/ entity:  
Register of operational sectoral planning documents drafted:  
- Local Environmental Action Plan 2015- 2020, 2014;  
Municipality of Leposavic; Regional Environmental Centre;  
United States Agency for International Development (USAID)/ Advancing Kosovo Together.

**See attached:**  
[Register of planning documents.](#)

**If YES,**  
Please present the role and responsibilities of the municipality, if drafting outsourced:  
n/a.

**If YES,**  
Please present the plan implementation degree, and monitoring extent, if defined:  
n/a.

**If YES,**  
Please present the plan evaluation outcome, if available:  
n/a.

**If NO,**  
Please elaborate on how you do manage sectoral management:  
Sectoral management is guided on ad-hoc basis.

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**5. Are there any strategic environmental assessments for spatial planning documents drafted?**

Reference:  
Strategic Environmental Assessment (SEA).

Yes  
 No

**If YES,**  
Please present the title and the drafting authority/ entity:  
n/a.

**If YES,**  
Please present the role and responsibilities of the municipality, if drafting outsourced:  
n/a.

**If YES,**  
Please present the plan implementation degree, and monitoring extent, if defined:  
n/a.

**If NO,**  
Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:  
The Law on Strategic Environmental Assessment (for Plans and Programmes) and Environmental Impact Assessment (for Projects) were introduced in the environmental legislative framework of Serbia, for the first time, in 2004. Until then, the impact of planned development on the environment was not a legal requirement or a professional practice. However in the cases of major public development e.g., industrial production facilities; special environmental reports were drafted by the technology producers and operators, on the impact of such facility in the environment, which at the end were considered by the authorities at the central level, and ultimately environmental conditions and permits were issued i.e., Holding 'Mining, metallurgy and chemical complex- Treпча' AD, Zvečan, Branch complex in Leposavic.

**6. Are there any strategic environmental assessments for sectoral planning documents drafted?**

Yes

No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment-environmental conditions and permits:

Please refer to answer under the question no. 5.

**Note/s:**

The importance of planning documents:

- spatial and sectoral planning is a responsibility/ competence of local administration;
- spatial and sectoral planning documents ensure organized and coordinated development and management;
- spatial and sectoral planning ensure improved quality of life quality and public services.

Challenges vis-a-vis drafting spatial/ sectoral planning documents and managing processes:

- fragile political and security situation;
- dual and conflicting administrative system;
- cases of conflict of interest among certain administrative officers (representation in multiple capacity- local administration, international organization, non-governmental organization);
- ongoing administration reorganization and systematization process;
- highly politicised community and non-governmental organizations;
- relatively new and inexperienced human capacities- not informed on the past spatial/ sectoral planning systems or contents of past spatial/ sectoral planning documents;
- insufficient technical capacities and financial capacities;
- lack of participation in Population and Housing Census (2011)- lack of population and housing data and information;
- lack of access to sectoral data and information systems.

Challenges vis-a-vis managing constructions without permit:

- requests for treatment of constructions without permit were administered in accordance with provisions of legislative framework of Serbia;
- no requests were received in accordance with provisions of legislative framework of Kosovo.

Challenges vis-a-vis managing land and property:

- land tenure incompliance between the Kosovo/ Serbia registers;
- land tenure transformation data and information were not updated/ recorded in cadastre;
- land expropriation complex procedures.

**Note/s:**

Non-statutory sectoral/ multi-sectoral planning documents- cooperation with non-governmental organizations:

Formulation of non-statutory short-term sectoral/ multi-sectoral planning documents was initiated and supported by the Government of Kosovo and international organizations operating in Kosovo, in the absence of statutory planning documents and local's administration readiness to initiate such processes on their own. The process was initiated through an open call for grants to non-governmental organizations operating in the northern municipalities, as the only alternative for guiding development.

The beneficiaries of these grants were commonly were non-governmental organizations/ municipal officials, which at the same time were contracted by certain international organizations to provide technical assistance and advisory services to politically elected leaders. This, on one hand due close political affiliation with elected leaders, and the need for formalization of the document by the local assembly at the end of process; and on the other due to their relationship with certain local administration officers and facilitated access to data and information.

The action plans deriving from the non-statutory sectoral/ multi-sectoral planning documents do not necessarily represent development agendas and priorities for the local administration. Rather, they represent development interests of non-governmental organizations and political agendas of selected municipal elected leaders.

These processes were often associated with lack of transparency. In most of the cases, the local administration was not informed or engaged in such processes. However, it still supported them, by providing the respective non-governmental organizations with human and technical capacities available, throughout the activity cycle. Such an approach by the non-governmental organizations, has contributed to poor relationship with local administration.

At the end of the process, most of these documents, were adopted by the municipal assembly, and lay foundations for sectoral investments, led by both, the local administration and the non-governmental organizations.

## B. PARTICIPATION AND GENDER

### 7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes  
 No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

The public presentations, public debates and review period for strategic/ operational spatial planning processes were conducted in the course of respective formulation, in between 90's and late 2000's, in accordance with spatial planning legislative framework of Yugoslavia/ Serbia and Montenegro.

Mainstreaming gender requirements in spatial, sectoral/ multi-sectoral planning documents was not considered.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

There are no data/ information/ reports available.

**See attached:**

[Register of stakeholders.](#)

**If YES,**

Please specify the overall number of participants in the process if available:

There are no data/ information/ reports available.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

There are no data/ information/ reports available.

**If NO,**

Please elaborate:

n/a.

### 8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?

- Yes  
 No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

**See attached:**

[Register of stakeholders.](#)

**If YES,**

Please specify the overall number of participants in the process if available:

n/a.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

No strategic/ operational sectoral planning processes were conducted with inclusive and gender sensitive participatory approaches/ public engagement.



**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

Yes

No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

**If YES,**

Please specify the overall number of participants in the process if available:

n/a.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

No strategic environmental assessment processes for strategic spatial or sectoral planning documents were conducted.

**Note/s:**

Challenges vis-a-vis engaging local communities and broad public in spatial and sectoral planning processes:

- Lack of trust vis-a-vis the local/ central administrations functioning under administrative systems of Kosovo/ Serbia;
- Lack of trust vis-a-vis the local non-governmental organizations, including political parties, and international organizations, due to eventual unclear agendas.

Benefits vis-a-vis engaging local communities and broad public, including non-governmental organizations in future spatial and sectoral planning processes:

- different viewpoints;
- awareness on different needs and requirements;
- sense of ownership over the processes and products;
- leverage for effective implementation.

### C. HUMAN CAPACITIES- TO DRAFT

#### 10. What is the capacity to draft strategic spatial planning documents available at the municipal level?

Reference:

Municipal Development Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

Total: Seven officers.

(Among seven officers, 2 are employed by both administrative systems).

Administrative system of Kosovo (K):

- 6 male- 0 female.

Administrative system of Serbia (S):

- 2 male- 1 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ 0 years of working experience);
- Civil engineering: 2 male- 0 female (w/ 10, 3 years of working experience);  
2 male- 0 female (w/ 29, 30 years of working experience);
- Electrical engineering: 1 male- 0 female (w/ 6 years of working experience).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ 18 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ university diploma);  
2 male- 0 female (w/ secondary school leaving certificate);
- Electrical engineering: 1 male- 0 female (w/ university diploma).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ university diploma- master studies);
- Civil engineering: 1 male- 0 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.*

*Up-to-date no capacities were engaged in processes of formulating strategic spatial planning documents.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Seven officers.

Training and capacity strengthening in the following areas:

- Sectoral planning institutional frameworks- institutional roles and responsibilities;
- Sectoral and integrated planning legislative frameworks- administrative processes and procedures;
- Sectoral and integrated planning strategic frameworks- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local strategic spatial planning documents with local sectoral strategic spatial planning documents;
- Linking local strategic spatial planning documents with subsidiary strategic spatial and sectoral planning documents;
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner w/ working experience in formulating sectoral and integrated strategic planning documents;  
GIS officer w/ working experience in developing, managing and maintaining sectoral and integrated planning database.

**Note/s:**

The current staff employed in the department is insufficient in terms of quality; four positions are vacant at the moment.

The composition of the department needs to be adjusted in terms of staff capacity and tasks allocated.

**11. What is the capacity to draft operational spatial planning documents available at the municipal level?**

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

Total: Seven officers.

(Among Seven officers, 2 are employed by both administrative systems).

Administrative system of Kosovo (K):

- 6 male- 0 female.

Administrative system of Serbia (S):

- 2 male- 1 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ 0 years of working experience);
- Civil engineering: 2 male- 0 female (w/ 10, 3 years of working experience);  
2 male- 0 female (w/ 29, 30, years of working experience);
- Electrical engineering: 1 male- 0 female (w/ 6 years of working experience).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ 18 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ university diploma);  
2 male- 0 female (w/ secondary school leaving certificate);
- Electrical engineering: 1 male- 0 female (w/ university diploma).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ university diploma- master studies);
- Civil engineering: 1 male- 0 female (w/ university diploma).

**Note/s:**

The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.

Up-to-date no capacities were engaged in processes of formulating operational spatial planning documents.

The below presented capacity refers to the same capacity presented in under question 10.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: Seven officers.

Training and capacity strengthening in the following areas:

- Sectoral planning (including construction) institutional frameworks- institutional roles and responsibilities;
- Sectoral and integrated planning (including construction) legislative frameworks- administrative processes and procedures;
- Sectoral and integrated planning (including construction) operational frameworks- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local operational spatial planning documents with local strategic spatial planning documents;
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner// Architect w/ working experience in formulating sectoral and integrated strategic planning documents.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

**Reference:**

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

Total: One officer.

(One officer employed by both administrative systems).

Administrative system of Kosovo (K):

- 0 male- 1 female.

Administrative system of Serbia (S):

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Biology: 0 male- 1 female (w/ 30 years of working experience).

Administrative system of Serbia (S):

- Biology: 0 male- 1 female (w/ 30 years of working experience).

Please present the educational background of the capacity available/ engaged in drafting:

Administrative system of Kosovo (K):

- Biology: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

- Biology: 0 male- 1 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the below presented capacity may be subject to change.*

*Up-to-date no capacities were engaged in formulating strategic environmental assessments.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

One officer.

Training and capacity building in the following areas:

- Environmental planning/ management institutional framework- institutional roles and responsibilities;
- Environmental planning/ management legislative framework- administrative processes and procedures;
- Environmental planning/ management strategic framework- best case practices review at local level, central level and regional level;
- Conducting qualitative and quantitative data collection and analysis;
- Linking local SEA's for spatial and sectoral planning documents with subsidiary SEA's for spatial and sectoral planning documents;
- Linking EIA's for spatial and sectoral projects with SEA's for spatial and sectoral planning documents
- Conducting geo-referencing;
- Use of GIS software applications.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Environmental officer w/ working experience in formulating strategic environmental assessment documents for sectoral and integrated plans and programmes, issuing environmental conditions and environmental/integrated permits.

#### D. HUMAN CAPACITIES- TO MANAGE PROCESSES

##### 13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?

###### Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Seven officers.

(Among seven officers, 2 are employed by both administrative systems).

Administrative system of Kosovo (K):

- 6 male- 0 female.

Administrative system of Serbia (S):

- 2 male- 1 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ 0 years of working experience);
- Civil engineering: 2 male- 0 female (w/ 10, 3 years of working experience);  
2 male- 0 female (w/ 29, 30, years of working experience);
- Electrical engineering: 1 male- 0 female (w/ 6 years of working experience).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ 18 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ university diploma);  
2 male- 0 female (w/ secondary school leaving certificate);
- Electrical engineering: 1 male- 0 female (w/ university diploma).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ university diploma- master studies);
- Civil engineering: 1 male- 0 female (w/ university diploma).

###### **Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*The above presented capacity refers to the same capacity presented in under question 10.*

###### **Are there any capacity gaps?**

###### **If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Seven officers:

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic planning and development management processes;
- Coordination and cooperation for managing strategic planning and development management processes;
- Stakeholder planning for managing strategic planning and development management processes;
- Use of GIS software applications for managing strategic planning and development management processes.

###### **If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner w/ working experience in managing integrated and sectoral strategic planning and development management processes;

Legal officer w/ working experience in supporting integrated and sectoral strategic planning and development management processes.

###### **Note/s:**

The current staff employed in the department is insufficient in terms of quality; four positions are vacant at the moment.

The composition of the department needs to be adjusted in terms of staff capacity and tasks allocated.

**14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: Seven officers.

(Among seven officers, 2 are employed by both administrative systems).

Administrative system of Kosovo (K):

- 6 male- 0 female.

Administrative system of Serbia (S):

- 2 male- 1 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ 0 years of working experience);
- Civil engineering: 2 male- 0 female (w/ 10, 3 years of working experience);  
2 male- 0 female (w/ 29, 30 years of working experience);
- Electrical engineering: 1 male- 0 female (w/ 6 years of working experience).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ 18 years of working experience);
- Civil engineering: 1 male- 0 female (w/ 10 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Architecture: 1 male- 0 female (w/ university diploma);
- Civil engineering: 2 male- 0 female (w/ university diploma);  
2 male- 0 female (w/ secondary school leaving certificate);
- Electrical engineering: 1 male- 0 female (w/ university diploma).

Administrative system of Serbia (S):

- Architecture: 1 male- 1 female (w/ university diploma- master studies);
- Civil engineering: 1 male- 0 female (w/ university diploma).

**Note/s:**

The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.

The above presented capacity refers to the same capacity presented in under question 10.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Seven officers:

Training and capacity building activities in the following areas:

- Tools and techniques for managing operational planning and development management processes;
- Coordination and cooperation for managing operational planning and development management processes;
- Stakeholder planning for managing operational planning and development management processes;
- Use of GIS software applications for managing operational planning and development management processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Spatial planner// Architect w/ working experience in managing integrated and sectoral operational planning and development management processes;

Architect w/ working experience in reviewing integrated and sectoral activities- programmes and projects.

Legal officer w/ working experience in supporting integrated and sectoral operational planning and development management processes.



**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: One officer.

(One officer employed by both administrative systems).

Administrative system of Kosovo (K):

- 0 male- 1 female.

Administrative system of Serbia (S):

- 0 male- 1 female.

Please present the professional background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Biology: 0 male- 1 female (w/ 30 years of working experience).

Administrative system of Serbia (S):

- Biology: 0 male- 1 female (w/ 30 years of working experience).

Please present the educational background of the capacity available/ engaged in such processes:

Administrative system of Kosovo (K):

- Biology: 0 male- 1 female (w/ university diploma).

Administrative system of Serbia (S):

- Biology: 0 male- 1 female (w/ university diploma).

**Note/s:**

*The municipality is in the process of internal reorganization and systematization of workplaces, thus, the above presented capacity may be subject to change.*

*Up-to-date no human capacities were engaged in managing strategic environmental assessment processes- monitoring.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Training and capacity building activities in the following areas:

- Tools and techniques for managing strategic environmental assessment processes;
- Coordination and cooperation for managing strategic environmental assessment processes;
- Stakeholder planning for managing strategic environmental assessment processes;
- Use of GIS software applications for managing strategic environmental assessment processes.

**If YES,**

Please specify the lacking capacities, and the respective areas:

Environmental officer w/ working experience in managing strategic environmental assessment processes, including monitoring, of sectoral and integrated plans and programmes.

## E. DATA AND INFORMATION

**16. Has the municipality ever conducted qualitative and quantitative data and information research including sex disaggregated when applicable?**

- Yes
- No

**If YES,**

Please specify the process/es and the purposes:

The municipality has limited experience in conducting qualitative and quantitative data and information research;

The municipality has provided technical support in the course of strategic/ operational planning processes.

**17. Has the municipality ever conducted digital data geo-referencing?**

- Yes
- No

**If YES,**

Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other:  
n/a.

**If NO,**

Please elaborate:

The municipality has never conducted digital data geo-referencing due to lack of human, technical and financial capacities.

**18. Has the municipality ever established a consolidated data and information system including sex disaggregated when applicable?**

- Yes
- No

**If YES**

Please specify the data and information available:

n/a.

**If YES,**

Please specify the software, e.g. GIS system, Geo-Media system, Other:

n/a.

**If NO,**

Please elaborate:

The municipality has never established a consolidated data and information system due to lack of human, technical and financial capacities.

**Note/s:**

The municipal administration:

The department for urbanism/ urban planning and inspection functioning under the Administrative system of Serbia has a complete archive of development conditions and construction permits issued since 1960's.

The departments for health and social protection, education and science and culture youth and sports functioning under the Administrative system of Kosovo, produces/ collects and updates annually the following data and information:

- Population, social facilities and services i.e., education, healthcare, social protection, etc.

The departments for health and social protection, education and science and culture youth and sports, has also direct access to the available data and information produced/ collected and updated by the following institutions, functioning under the Administrative systems of Kosovo:

- Centre for Social Work;
- Centre for Employment Services;
- Office for Communities and Return.

Planning documents

The local administration has formulated a number of statutory and non-statutory spatial, sectoral/ multi-sectoral planning documents which include some data and information.

Data and information available:

- Physical geography i.e., geomorphology, hydrology, pedology, climate;
- Natural resources i.e., biotic and a-biotic;
- Demography i.e., population, employment/ unemployment;
- Social facilities i.e., administration, housing, education, healthcare, social protection, culture, sports, recreation, public spaces, graveyards, etc.
- Economy i.e., settlement agriculture, trade and commerce, and tourism;
- Technical infrastructure i.e., water, waste-water, power, telecommunications;
- Transportation Infrastructure i.e., sidewalks, roads/ streets, railroads;
- Environmental pollutants i.e., air, noise, land/ soils, water;
- Environmental hazards i.e., air, land/ soils, water;
- Land-use/ zoning designation, including land-use designation balance (detailed data);
- Land-use/ zoning regulation (detailed numeric and graphical data- maps).

Data and information extent:

- Basic.

Data and information presentation:

- Certain data and information presented in matrix format;
- Certain data and information distributed through-out the description.

Data and information sources:

- No data source references/ collection periods.

The last Kosovo population and housing census took place in 2011- it was boycotted by the Serbian majority municipalities in Kosovo.

The last Serbia population and housing census took place in 2001 and 2011- it excluded Kosovo.

The last Yugoslavia population and housing census took place in 1991- it covered Kosovo and Serbia.

**19. Is there a continuous data and information system update?**

/■ Yes

/■ No

**If YES,**

Please specify the update frequency:

The municipal departments, excluding the department for social, general and common affairs, update data and information systems randomly/ unsystematically- annually/ bi-annually, as necessary for the certain purpose.

**If NO,**

What are the sources of data and information used by the municipality:

The municipal administration uses data provided by the administrative systems of Kosovo and Serbia.

Administrative system of Kosovo:

- Non-governmental organizations;
- International organizations- representative offices.

Administrative system of Serbia (no direct access to databases):

- Central and regional governments (de-concentrated)- ministries and specialized agencies;
- Central and regional public enterprises/ utility companies.

**20. Is there a department responsible to manage and maintain data and information system?**

Yes

No

**If YES,**

Please specify the department:

n/a.

**If NO,**

Please elaborate:

There is no single municipal department responsible for managing and maintaining data and information systems.

Each municipal department is responsible for developing, managing and maintaining sectoral data and information systems, commonly in Microsoft Word and Excel formats.

## F. LEGISLATIVE FRAMEWORK

### 21. Is the municipality informed on the spatial planning and development management legislative framework?

Reference:

Law on Spatial Planning and related Administrative Instructions (AIs).

Yes

No

**If YES,**

Please specify the level of understanding:

Good- informative basic

Sufficient

**If NO,**

Please elaborate:

The municipal departments are mainly administered based on the administrative system of Serbia, the respective legislative frameworks- including laws, by-laws, regulations and rule-books.

Up-to-date, the municipal administration is not informed formally on the on the Kosovo administrative system, respective legislative frameworks.

Information on the Kosovo administrative system, respective legislative frameworks, were gained from the training activities organized within the frame of 'Rolling-out of the MuSPP toolbox' by UN-Habitat.

Informally, the municipal administration has encountered difficulties in finding legislative frameworks, in particularly the AIs, in the web-page of Ministry of Environment and Spatial Planning; in understanding them due to conflicting provisions and due to language errors in the Serbian versions.

**Note/s:**

In addition, the municipal administration has encountered difficulties in finding spatial/ sectoral planning strategic frameworks formulated based on the same legislative framework in Serbian language.

### 22. Is the municipality informed on construction management legislative framework?

Reference:

Law on construction and related AIs; Law on treatment of building without permit and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

Please refer refer to answer under the question no. 21.

### 23. Is the municipality informed on the sectoral planning and development management legislative framework?

Reference:

Law on agricultural land and related AIs; Law on road infrastructure and related AIs;

Law on economic zones and related AIs; Other.

Yes

No

**If YES,**

Please specify the level of understanding:

Good- basic/ almost none- no need for use

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

**24. Is the municipality informed on the environmental planning and management legislative framework?**

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;

Law on Environmental Impact Assessment and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

Please refer to answer under the question no. 21.

## G. FUNDING

**25. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational spatial planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

The municipal departments are not established/ consolidated yet, due to lack of internal organization and systematization of work places in accordance with Kosovo administrative system, respective legislative frameworks.

There is budget planning only for operational expenditures, including healthcare and education.

There is no budget allocated for developing strategic/ operational spatial planning documents and processes (incl. public engagement) or for drafting and implementing capital investment projects.

However, certain activities within the framework of developing strategic/ operational spatial planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

Whereas, as far as concerning the formulation and implementation of capital investment projects, each should project should undergo a case-by-case review and consent to the Ministry of Local-Government Administration/ Ministry of Finance, prior to being approved by the municipality.

**26. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational sectoral planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic/ operational sectoral planning documents and processes (incl. public engagement).

However, certain activities within the framework of developing strategic/ operational sectoral planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

**27. Is there any earmarked budget allocated for developing gender-responsive strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?**

Yes

No

**If YES,**

Please specify the amount (current and following year):

n/a.

**If NO,**

Please elaborate:

There is no budget allocated for developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement).

However, certain activities within the framework of developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement) may be supported on the request of the head department of planning (once appointed), through the mayor.

## H. COOPERATION AND COORDINATION

### Local level- neighbouring municipalities

**28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?**

- Yes
- No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:

Waste management:

- Municipalities of Mitrovica North, Zvecan, Zubin Potok;
  - Site preparation and construction of regional sanitary waste disposal site/ landfill in the Municipality of Zvecan.  
Supported technically and financially by European Union Office in Kosovo.

Environmental management:

- Municipalities of Mitrovica North, Zvecan, Zubin Potok;
  - Formulation of 'regional' Local Environmental Action Plan/s (LEAP's).  
Supported technically and financially by Regional Environmental Centre (REC).

The mayor's office and the department for urbanism/ urban planning, housing and utility, and property affairs; are responsible for institutional coordination/ cooperation with other authorities/ entities in the area of technical and transportation infrastructure and services.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

n/a.

**29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?**

- Yes
- No

**If YES,**

Please specify the area/s (plus numbering), the authority/ies and the outcome so far:

Healthcare and education:

- Municipalities of Mitrovica North, Zubin Potok, Zvecan;
  - Service delivery.

**If NO,**

Please specify the key issues preventing such a financial and operational partnership:

n/a.



**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

- Yes
- No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

Interested/ committed in teaming-up w/ municipalities in the 'region', in particularly with Mitrovica North, Zvecan, Zubin Potok:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities;
- Service delivery- healthcare; education; social protection; culture, youth and sports; public transportation; economic development, and sectoral and integrated planning and management.

Interested/ committed in teaming-up w/ majority Serbian municipalities in Kosovo:

- Service delivery- healthcare; education; social protection; culture, youth and sports.

Interested/ committed in teaming-up w/ neighbouring municipalities in Kosovo:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities.

Interested/ committed in teaming-up w/ neighbouring municipalities in Serbia:

- Joint capital investments- technical infrastructure; transportation infrastructure;
- Service delivery- healthcare; education; social protection; culture, youth and sports; economic development.

**Note/s:**

*Preferably under the framework of the Association of Serb majority Municipalities (ASM)- soon-to-be established.*

**If NO,**

Please specify the reasoning:

n/a.

**Central level- central and regional service/ utility providers**

**31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?**

- Yes
- No

**If YES,**

Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:

Public enterprises- Central level:

Principal and regional roads-networks development, management and maintenance:

- Public Enterprise 'Putevi Srbije', Belgrade- Branch office in Leposavic.

Principal and regional railroads- networks and services development, management and maintenance:

- Public Enterprise 'Železnice Srbije', Belgrade- Branch office in Leposavic.

Power distribution- networks development, management and maintenance.

- Public Enterprise 'Elektro-Kosmet', Mitrovica- Branch office in Leposavic.

Telecommunications- fixed, mobile and internet services- networks development, management and maintenance:

- Public Enterprise 'Telekom', Belgrade- Branch office in Leposavic.

Shipping and mailing services:

- Public Enterprise 'Post of Serbia', Belgrade- Branch office in Leposavic;

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'Directorate for construction land, roads and development', Belgrade- Branch office in Leposavic.

Forest management:

- Public Enterprise 'Srbijasume', Belgrade- Branch office in Leposavic.

Public enterprises- Local level:

Development, management and maintenance of local road/ streets infrastructure:

- Public Enterprise 'Kosmet put';

NA:

- Public Enterprise '24. Novembar';

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'Vodovod';

Food production chain management- production, processing, distribution:

- Public Enterprise- Agricultural cooperative 'Leposavic';

Sport activities/ events:

- Sports and Tourism Organization 'Leposavic.

**See attached:**

Register of stakeholders.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Coordination, cooperation and joint activities with central level- central and regional service/ utility providers, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

**Central level- ministries and specialized agencies**

**32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a dialogue:

n/a.

**If NO,**

Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:

Coordination, cooperation and joint activities with authority/ies at the central level- ministries and specialized agencies, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majorit Municipalities (ASM) is established and operational.

**33. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies (plus number of municipal and central officials involved) and the outcome of such a coordination/ cooperation:

Budget planning:

- Ministry of Finance, and Ministry of Local-Government Administration;
- Approval of budget, and capital investment projects.

Capital projects:

Government at the central level

Ministry of infrastructure:

- Residential apartment blocks; Sports and recreation courts; Roads and streets infrastructure, and associated technical infrastructure.

Ministry of environment and spatial planning:

- Environmental protection; Waste-water systems; Maintenance vehicles.

Ministry of health:

- Healthcare facilities.

Ministry of culture, youth and sports:

- Equipment for production workshops.

Ministry of labour and social welfare:

- Residential detached units.

Ministry of education, science and technology:

- Educational facilities; Sports and recreation facilities; Public spaces; Waste-water systems; Furniture and equipment for educational facilities.

Ministry for communities and return:

- Healthcare facilities; Multi-functional facilities; Sports and recreation facilities; Sports and recreation courts and playgrounds; Cemeteries, and auxiliary facilities; Roads and streets infrastructure, and associated technical infrastructure; Waste-water systems; Maintenance of vehicles.

Ministry of local government administration:

- Administrative facilities; Religious facilities; Cemeteries, and auxiliary facilities; Roads and streets infrastructure, and associated technical infrastructure.

International organizations

European Union Office in Kosovo:

- Public spaces; Healthcare facilities; Educational facilities; Commercial facilities; Roads and streets infrastructure, and associated technical infrastructure.

**See attached:**



**If NO,**

Please specify the key issues preventing coordination/ cooperation:

Coordination, cooperation and joint activities with authority/ies at the central level- ministries and specialized agencies, will take place once the municipal departments are organized and consolidated, and once the Association of Serb majority Municipalities (ASM) is established and operational.

**34. How do you assess current local-central policy dialogue, development, coordination of planning functions?**

- Excellent
- Good
- Fair
- Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

Central level- central and regional service/ utility providers:

- Institutional coordination and cooperation on provision of services;
- Institutional coordination and cooperation on implementation of capital investment projects;
- Funding/ joint funding, development and implementation of capital investment projects.

Central level- ministries and specialized agencies:

- Institutional coordination and cooperation on sectoral and integrated planning legislative framework reform, and advisory and support on sectoral and integrated planning legislative framework enforcement;
- Institutional coordination and cooperation on sectoral and integrated strategic and operational planning framework development, and advisory and support on sectoral and integrated planning framework enforcement;
- Institutional coordination and cooperation on budget planning;
- Funding/ joint funding, development and implementation of capital investment projects.

**Respondents:**

Dragan Pesakovic, Head of urbanism/ urban planning and inspection;  
Zorica Timotijevic, Environmental protection inspector;  
Andrija Ignjatovic, Head of budget and finance.

**Municipal Self-Assessment Survey:**

Leposavic, December 2016

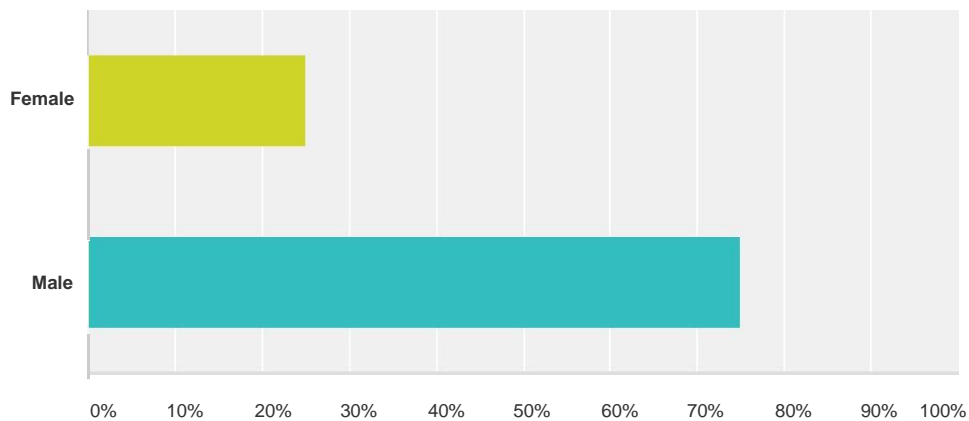
**Focus Group:**

Leposavic, February 2017

**Annex 4.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q1 What is your gender?**

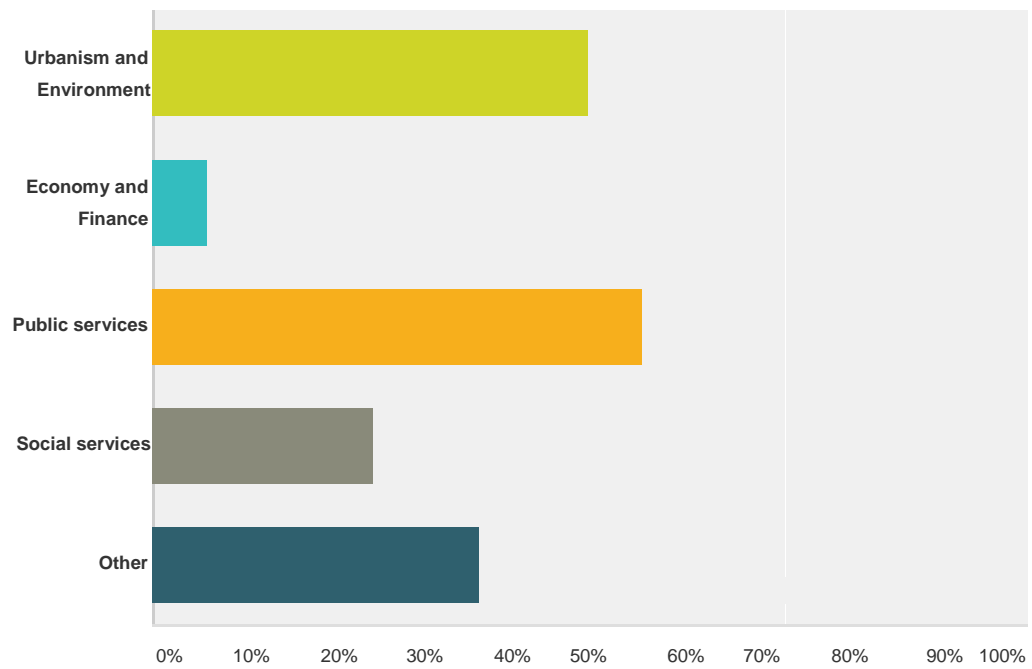
Answered: 16 Skipped: 0



Answer Choices	Responses	
Female	25.00%	4
Male	75.00%	12
<b>Total</b>		<b>16</b>

## Q2 What is your Department/Unit?

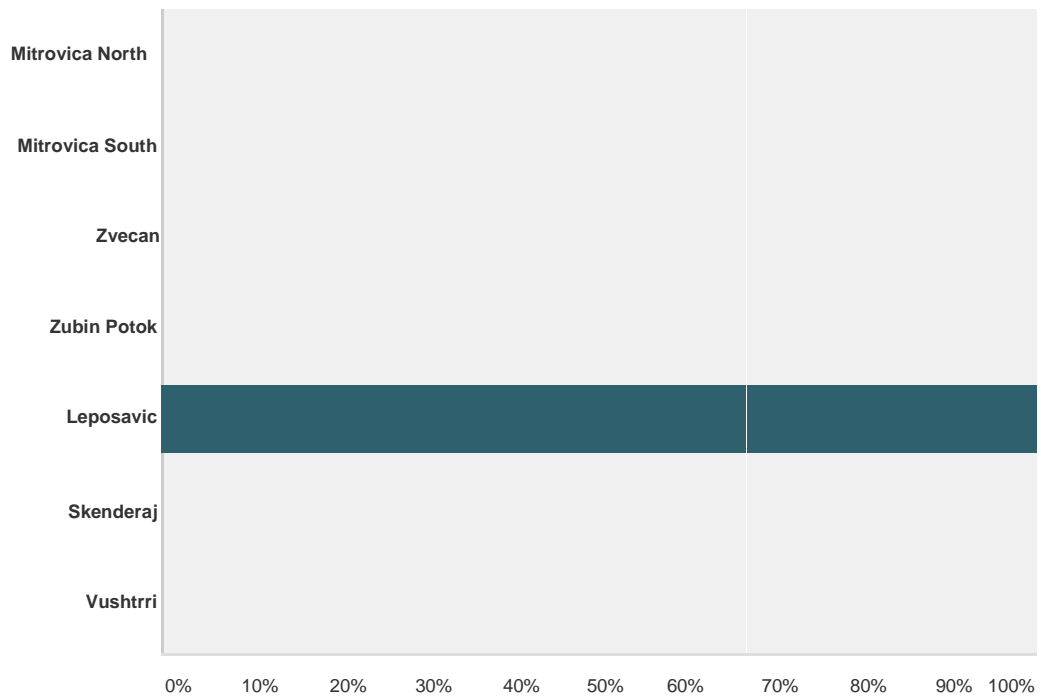
Answered: 16 Skipped: 0



Answer Choices	Responses	
Urbanism and Environment	50.00%	8
Economy and Finance	6.25%	1
Public services	56.25%	9
Social services	25.00%	4
Other	37.50%	6
<b>Total Respondents: 16</b>		

### Q3 Please select your Municipality:

Answered: 16 Skipped: 0

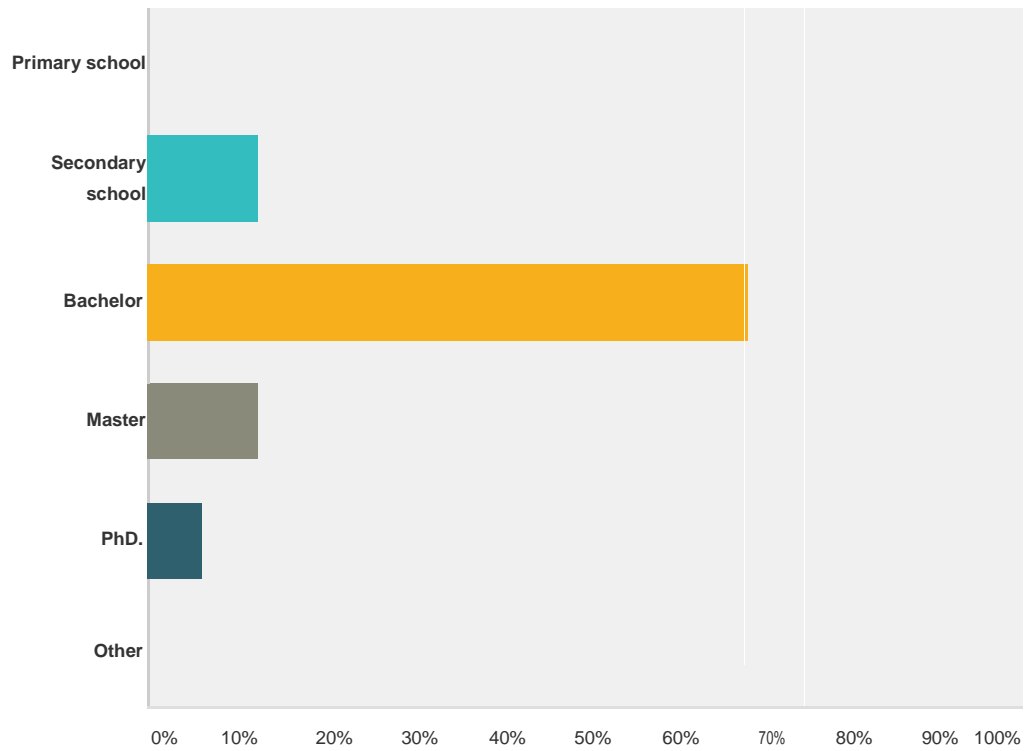


Answer Choices	Responses	
Mitrovica North	0.00%	0
Mitrovica South	0.00%	0
Zvecan	0.00%	0
Zubin Potok	0.00%	0
Leposavic	100.00%	16
Skenderaj	0.00%	0
Vushtrri	0.00%	0
<b>Total</b>		<b>16</b>



### Q4 What is your highest level of formal education obtained:

Answered: 16 Skipped: 0



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	12.50%	2
Bachelor	68.75%	11
Master	12.50%	2
PhD.	6.25%	1
Other	0.00%	0
<b>Total</b>		<b>16</b>

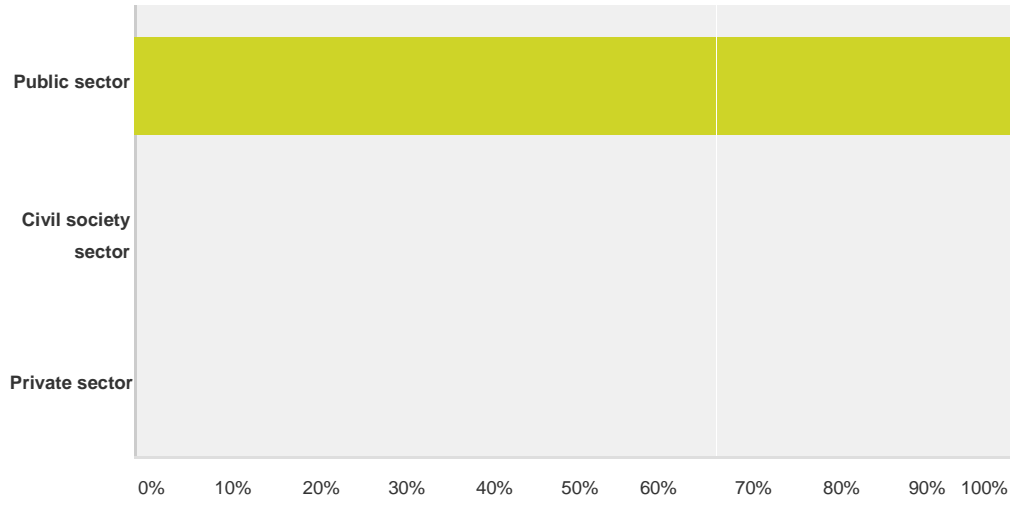
## Q5 What is your main field of study?

Answered: 16 Skipped: 0

#	Responses	Date
1	Social studies.	3/13/2017 10:21 AM
2	<b>Economy</b> Economy.	3/13/2017 10:20 AM
3	<b>Economy</b> Economy.	3/13/2017 10:20 AM
4	<b>Economy</b> Economy.	3/13/2017 10:19 AM
5	Social protection.	3/13/2017 10:19 AM
6	Legal studies.	3/13/2017 10:18 AM
7	Political Science.	3/13/2017 10:16 AM
8	Emergency protection.	3/13/2017 10:15 AM
9	Biology.	3/13/2017 10:14 AM
10	<b>Civil engineering</b> Civil engineering.	3/13/2017 10:13 AM
11	<b>Architecture</b> Architecture.	3/13/2017 10:12 AM
12	<b>Civil engineering</b> Civil engineering.	3/13/2017 10:12 AM
13	<b>Civil engineering</b> Civil engineering.	3/10/2017 4:32 PM
14	Electrical engineering.	3/10/2017 4:32 PM
15	<b>Civil engineering</b> Civil engineering.	3/10/2017 4:31 PM
16	<b>Architecture</b> Architecture.	3/10/2017 4:31 PM

**Q6 Please select sectors of your professional experience.**

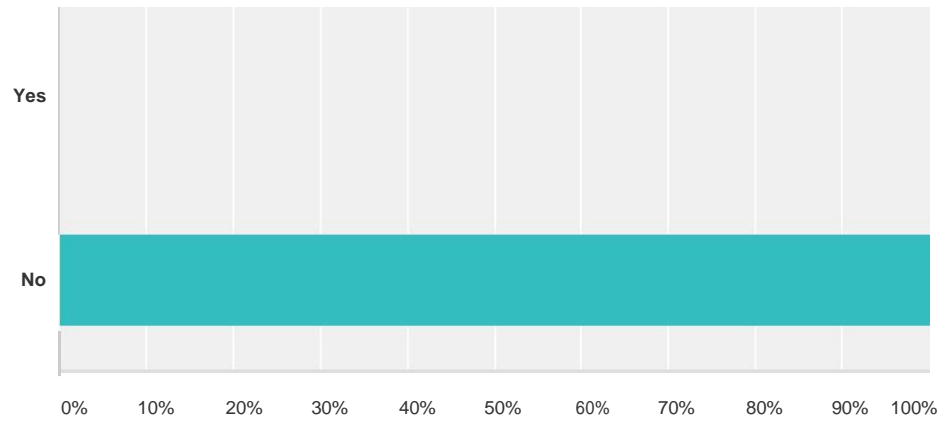
Answered: 16 Skipped: 0



Answer Choices	Responses	
Public sector	100.00%	16
Civil society sector	0.00%	0
Private sector	0.00%	0
<b>Total</b>		<b>16</b>

### Q7 Have you ever been involved in any activity related to planning processes?

Answered: 16 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	16
<b>Total</b>		<b>16</b>

**Q8 If yes, please select applicable options:**

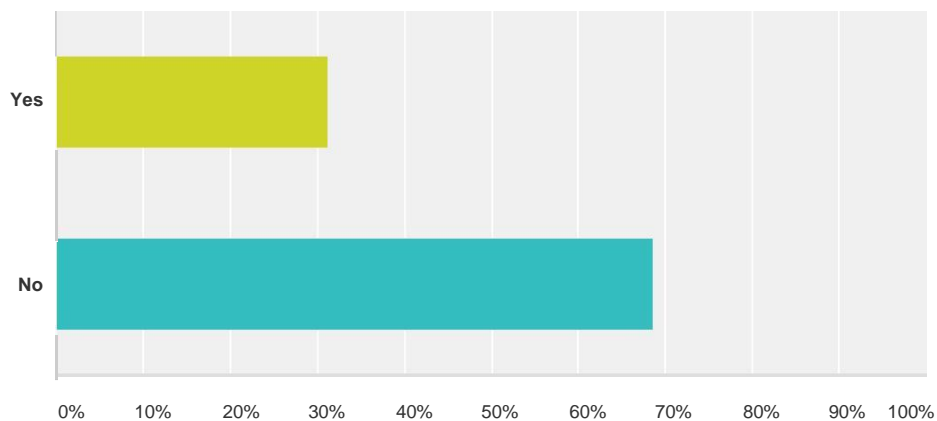
Answered: 0 Skipped: 16

! No matching responses.

Answer Choices	Responses
Research (collection and analysis of data)	0.00% 0
Drafting	0.00% 0
Commenting/Reviewing	0.00% 0
Implementation	0.00% 0
Monitoring and evaluation	0.00% 0
Communication	0.00% 0
Coordination	0.00% 0
Other	0.00% 0
<b>Total Respondents: 0</b>	

**Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?**

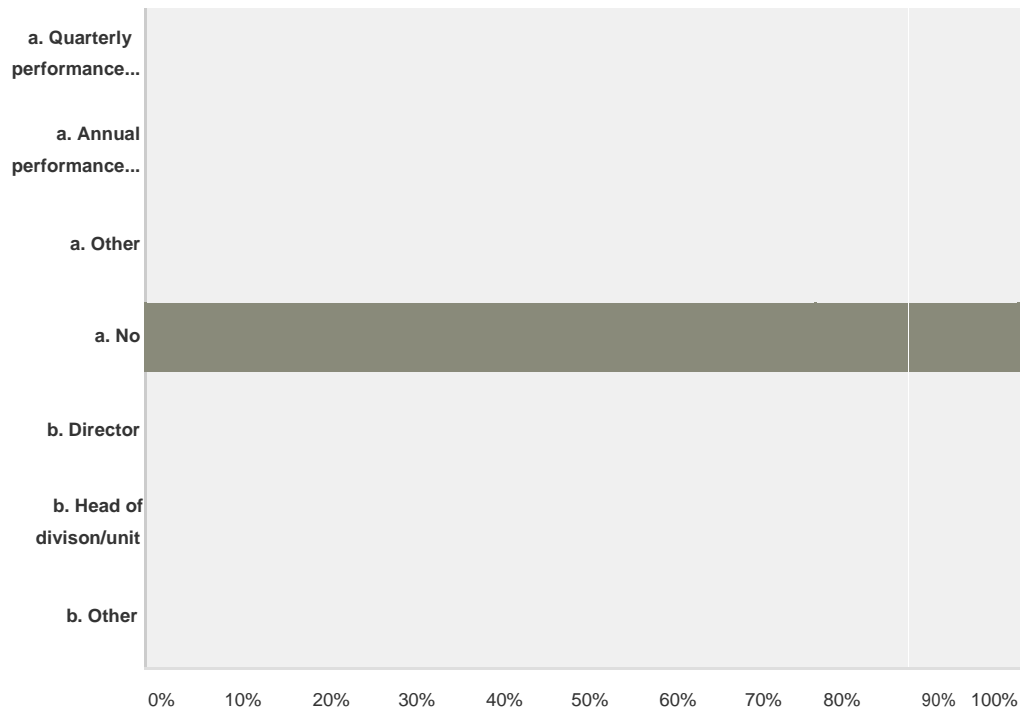
Answered: 16 Skipped: 0



Answer Choices	Responses	
Yes	31.25%	5
No	68.75%	11
<b>Total</b>		<b>16</b>

**Q10 How and by whom is your job performance evaluated?**  
Please select one option under a. and if applicable select one under b.

Answered: 16 Skipped: 0



Answer Choices	Responses	
a. Quarterly performance assessment	0.00%	0
a. Annual performance assessment	0.00%	0
a. Other	0.00%	0
a. No	100.00%	16
b. Director	0.00%	0
b. Head of divison/unit	0.00%	0
b. Other	0.00%	0
<b>Total Respondents: 16</b>		

**Q11 What is your level of satisfaction with the current methods of performance evaluation?  
(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**

Answered: 0 Skipped: 16

! No matching responses.

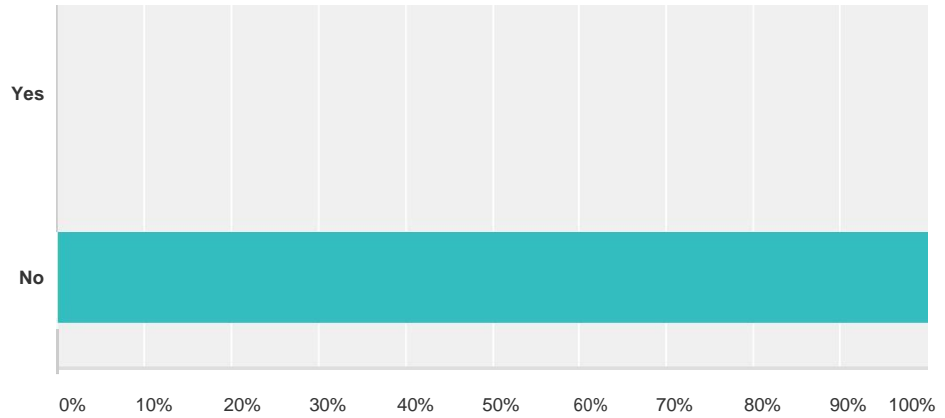
Answer Choices	Responses	
1	0.00%	0
2	0.00%	0
3	0.00%	0
4	0.00%	0
5	0.00%	0
<b>Total</b>		<b>0</b>



### Q12 Is there any incentive for employees

(e.g. acces to training facilities, opportunity to share experiences, study visits, change of job position etc)?

Answered: 16 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	16
<b>Total</b>		<b>16</b>

### Q13 Please enter number of years in your current post:

Answered: 16 Skipped: 0

#	Responses	Date
1	15-20 17 (9 years in local administration)	3/13/2017 10:21 AM
2	10-15 13	3/13/2017 10:20 AM
3	5-10 10	3/13/2017 10:20 AM
4	5-10 8	3/13/2017 10:19 AM
5	0-5 1	3/13/2017 10:19 AM
6	15-20 17 (9 years in local administration)	3/13/2017 10:18 AM
7	15-20 20	3/13/2017 10:16 AM
8	5-10 6	3/13/2017 10:15 AM
9	25-30 30 (20 years in local administration; 10 years in secondary education)	3/13/2017 10:14 AM
10	25-30 29	3/13/2017 10:13 AM
11	15-20 18	3/13/2017 10:12 AM
12	25-30 30	3/13/2017 10:12 AM
13	5-10 10	3/10/2017 4:32 PM
14	5-10 6	3/10/2017 4:32 PM
15	0-5 3	3/10/2017 4:31 PM
16	0-5 0 (recently employed)	3/10/2017 4:31 PM

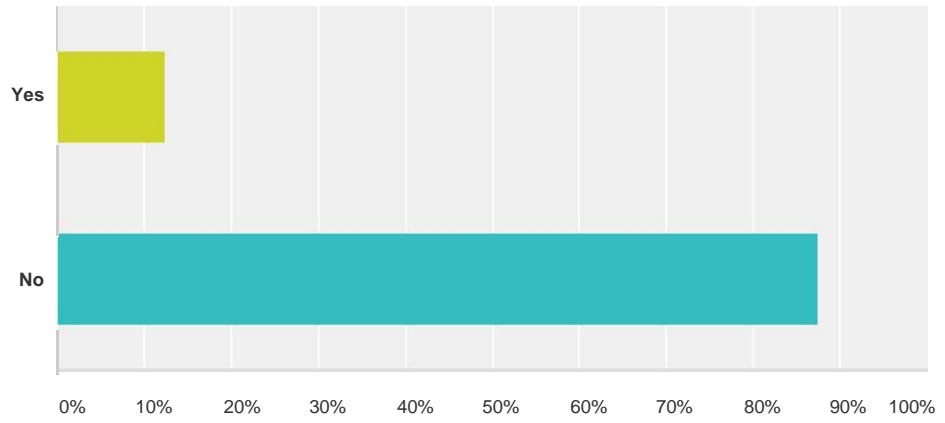
### Q14 Please enter number of staff you are supervising:

Answered: 16 Skipped: 0

#	Responses	Date
1	na na	3/13/2017 10:21 AM
2	na na	3/13/2017 10:20 AM
3	na na	3/13/2017 10:20 AM
4	na na	3/13/2017 10:19 AM
5	na na	3/13/2017 10:19 AM
6	na na	3/13/2017 10:18 AM
7	na na	3/13/2017 10:16 AM
8	na na	3/13/2017 10:15 AM
9	na na	3/13/2017 10:14 AM
10	na na	3/13/2017 10:13 AM
11	na na	3/13/2017 10:12 AM
12	na na	3/13/2017 10:12 AM
13	na na	3/10/2017 4:32 PM
14	na na	3/10/2017 4:32 PM
15	na na	3/10/2017 4:31 PM
16	na na	3/10/2017 4:31 PM

**Q15 During your job carrier within municipality, did you have any professional training?**

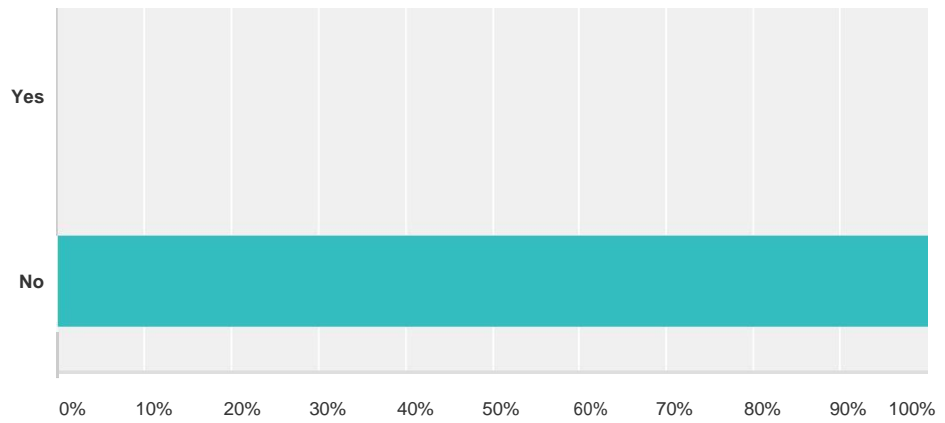
Answered: 16 Skipped: 0



Answer Choices	Responses	
Yes	12.50%	2
No	87.50%	14
<b>Total</b>		<b>16</b>

**Q16 Did you change your working practice after completion of the professional training?**

Answered: 16 Skipped: 0



Answer Choices	Responses
Yes	0.00% 0
No	100.00% 16
<b>Total</b>	<b>16</b>

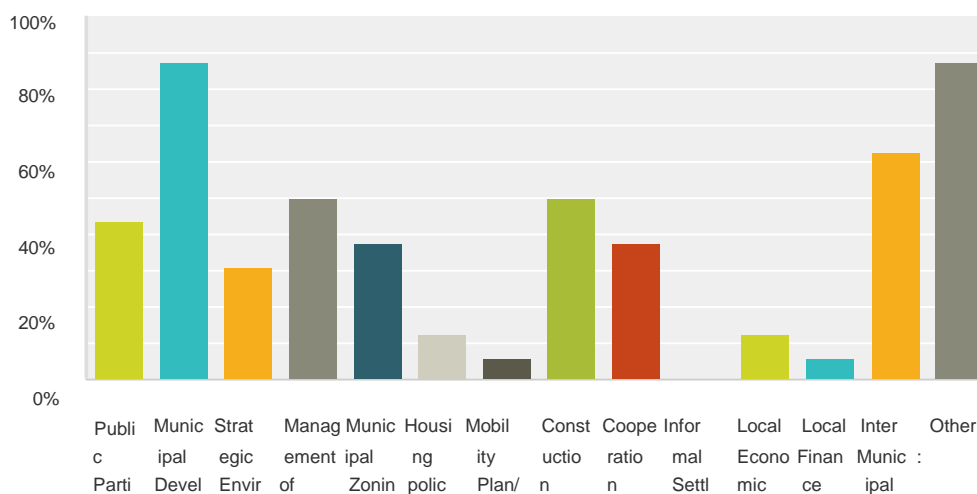
**Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?**

Answered: 15 Skipped: 1

#	Responses	Date
1	<a href="#">See below</a> See below.	3/13/2017 10:21 AM
2	<a href="#">See below</a> See below.	3/13/2017 10:20 AM
3	<a href="#">See below</a> See below.	3/13/2017 10:20 AM
4	<a href="#">See below</a> See below.	3/13/2017 10:19 AM
5	<a href="#">See below</a> See below.	3/13/2017 10:19 AM
6	<a href="#">See below</a> See below.	3/13/2017 10:18 AM
7	<a href="#">See below</a> See below.	3/13/2017 10:16 AM
8	<a href="#">See below</a> See below.	3/13/2017 10:15 AM
9	<a href="#">See below</a> See below.	3/13/2017 10:14 AM
10	<a href="#">See below</a> See below.	3/13/2017 10:13 AM
11	<a href="#">See below</a> See below.	3/13/2017 10:12 AM
12	<a href="#">See below</a> See below.	3/10/2017 4:32 PM
13	<a href="#">See below</a> See below.	3/10/2017 4:32 PM
14	<a href="#">See below</a> See below.	3/10/2017 4:31 PM
15	<a href="#">See below</a> See below.	3/10/2017 4:31 PM

## Q18 Which of the following of these new themes would you be interested in?

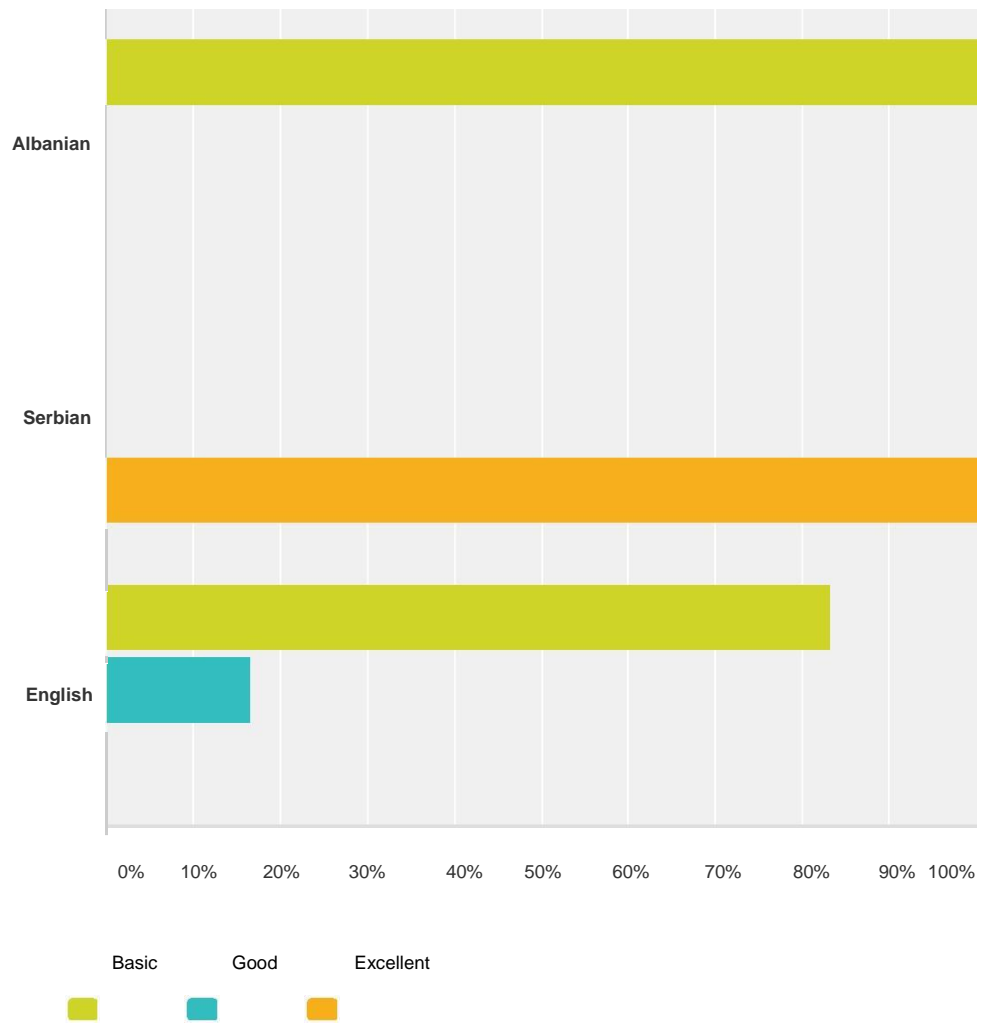
Answered: 6 Skipped: 1



Answer Choices	Responses	
Public Participation in Spatial Planning	43.75%	7
Municipal Development Plan	87.50%	14
Strategic Environmental Assessment	31.25%	5
Management of Capital Investment Projects	50.00%	8
Municipal Zoning Map	37.50%	6
Housing policy/strategy	12.50%	2
Mobility Plan/issues	6.25%	1
Constuction legislation/policies	50.00%	8
Cooperation with civil society	37.50%	6
Informal Settlements	0.00%	0
Local Economic Development	12.50%	2
Local Finance	6.25%	1
Inter Municipal Cooperation	62.50%	10
Other:	87.50%	14
<b>Total Respondents: 16</b>		

### Q19 Which are your language skills?

Answered: 16 Skipped: 0

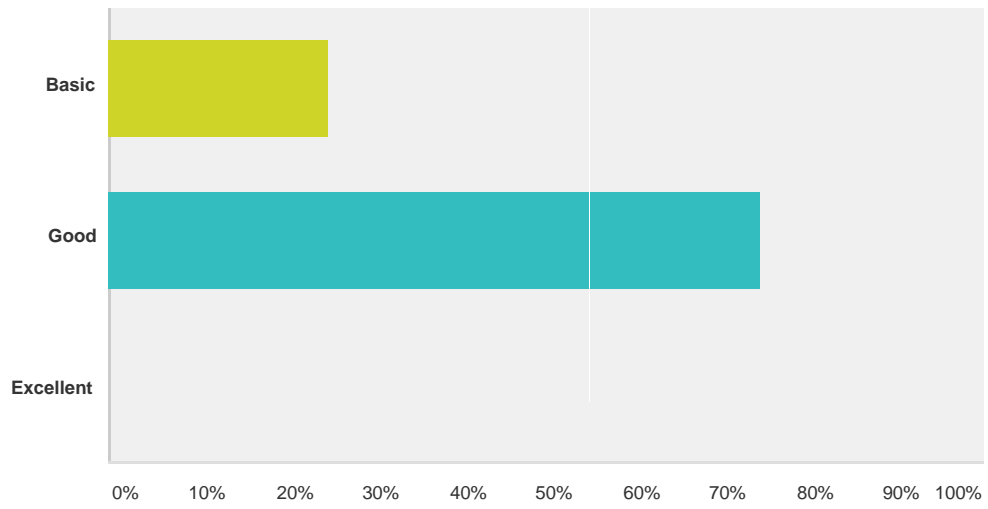


	Basic	Good	Excellent	Total
Albanian	100.00% 1	0.00% 0	0.00% 0	1
Serbian	0.00% 0	0.00% 0	100.00% 16	16
English	83.33% 5	16.67% 1	0.00% 0	6



## Q20 What is your knowledge of Microsoft Office package use?

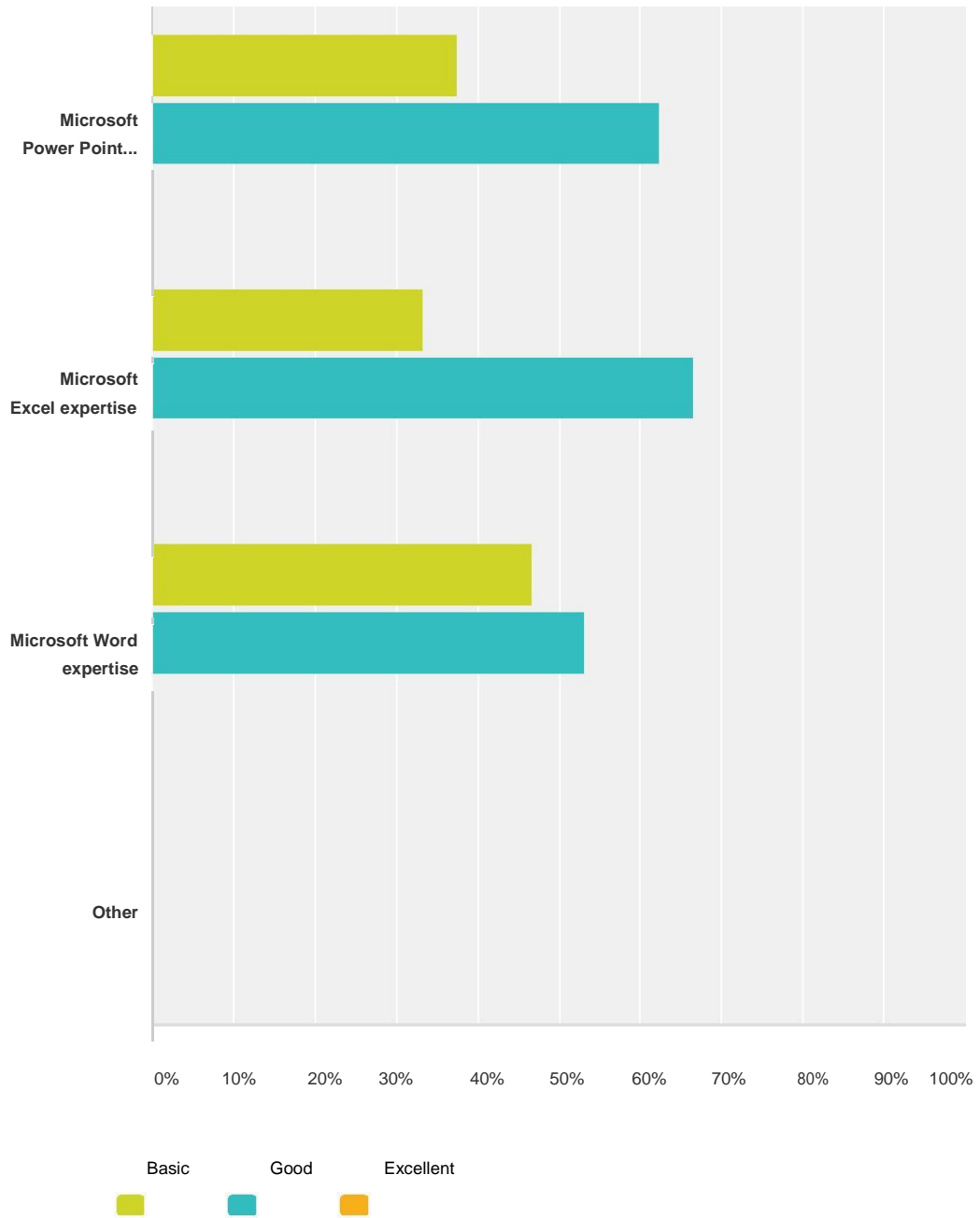
Answered: 16 Skipped: 0



Answer Choices	Responses	Count
Basic	25.00%	4
Good	75.00%	12
Excellent	0.00%	0
<b>Total</b>		<b>16</b>

**Q21 Please select type and level Basic, Good or Excellent for each:**

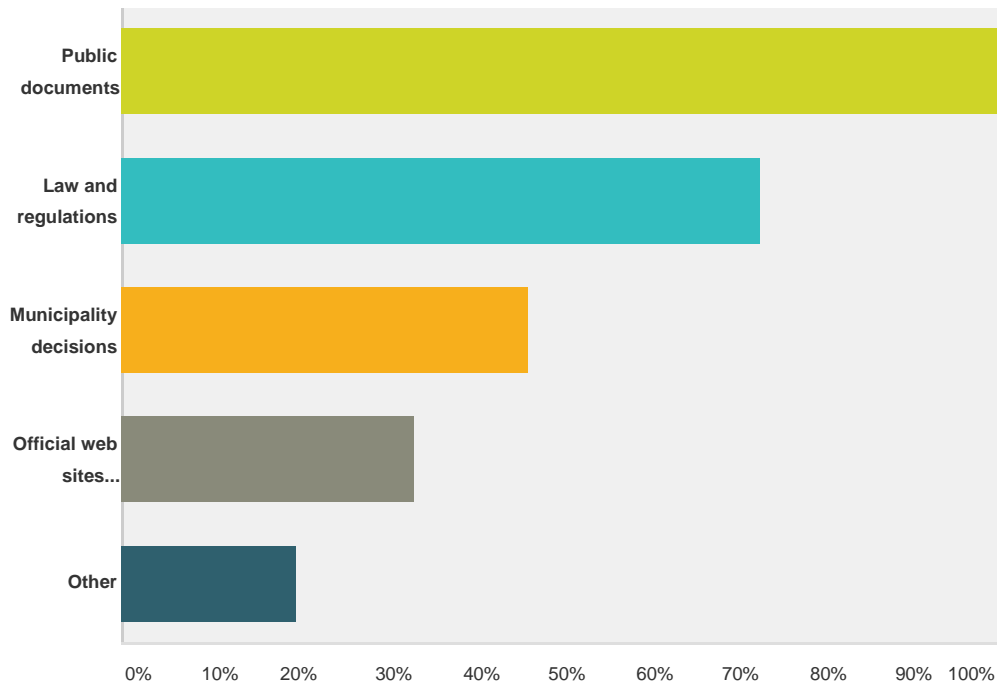
Answered: 15 Skipped: 1



	Basic	Good	Excellent	Total
Microsoft Power Point expertise	37.50% 3	62.50% 5	0.00% 0	8
Microsoft Excel expertise	33.33% 4	66.67% 8	0.00% 0	12
Microsoft Word expertise	46.67% 7	53.33% 8	0.00% 0	15
Other	0.00% 0	0.00% 0	0.00% 0	0

## Q22 What kind of sources you professionally use for data collection?

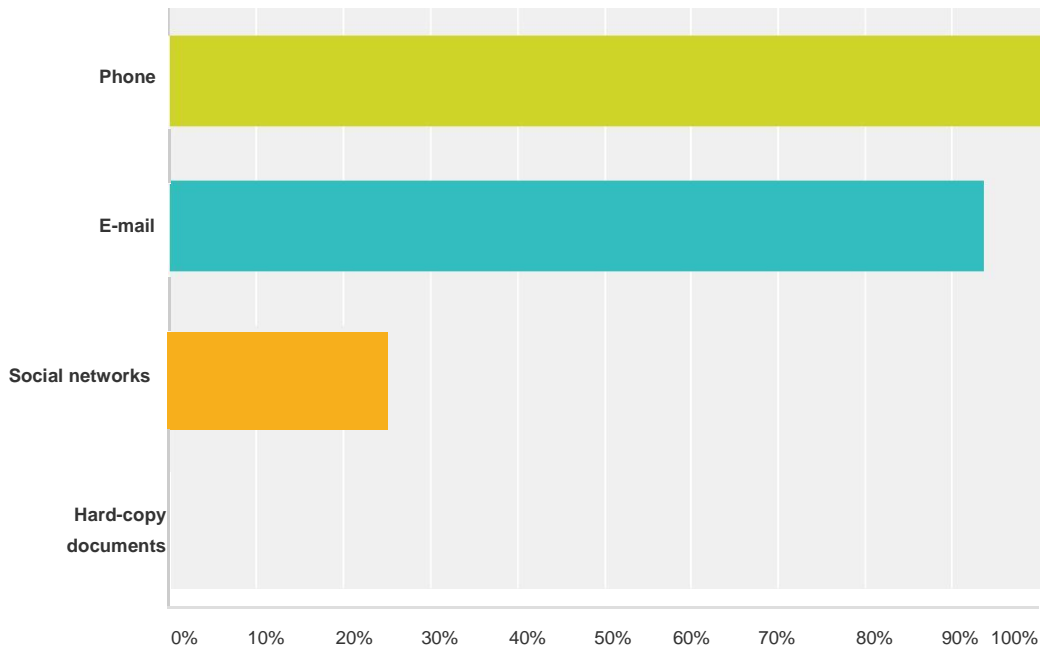
Answered: 15 Skipped: 1



Answer Choices	Responses	
Public documents	100.00%	15
Law and regulations	73.33%	11
Municipality decisions	46.67%	7
Official web sites information	33.33%	5
Other	20.00%	3
<b>Total Respondents: 15</b>		

### Q23 What are your official communication tools?

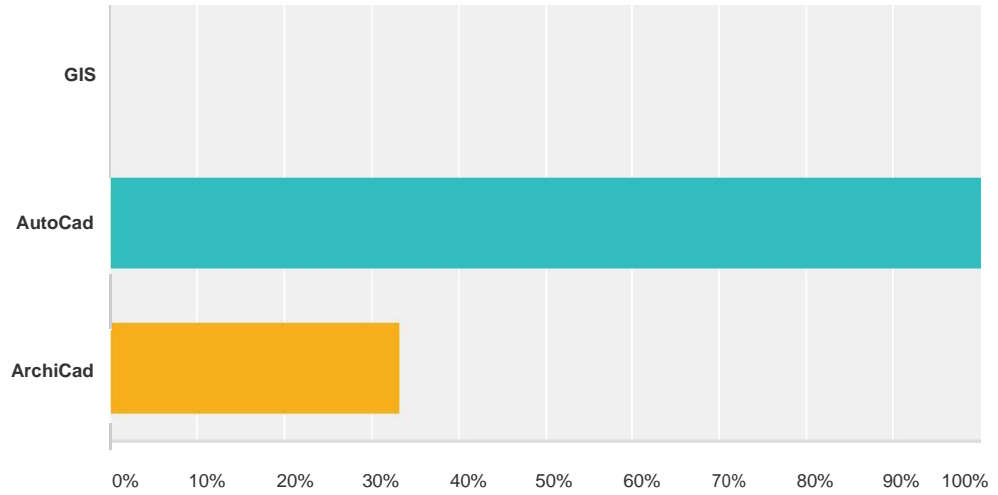
Answered: 16 Skipped: 0



Answer Choices	Responses	
Phone	100.00%	16
E-mail	93.75%	15
Social networks	25.00%	4
Hard-copy documents	0.00%	0
<b>Total Respondents: 16</b>		

**Q24 Are you using any of the listed softwares for your daily job?**  
**If NO, please proceed to next question. If YES, please select the respective ones:**

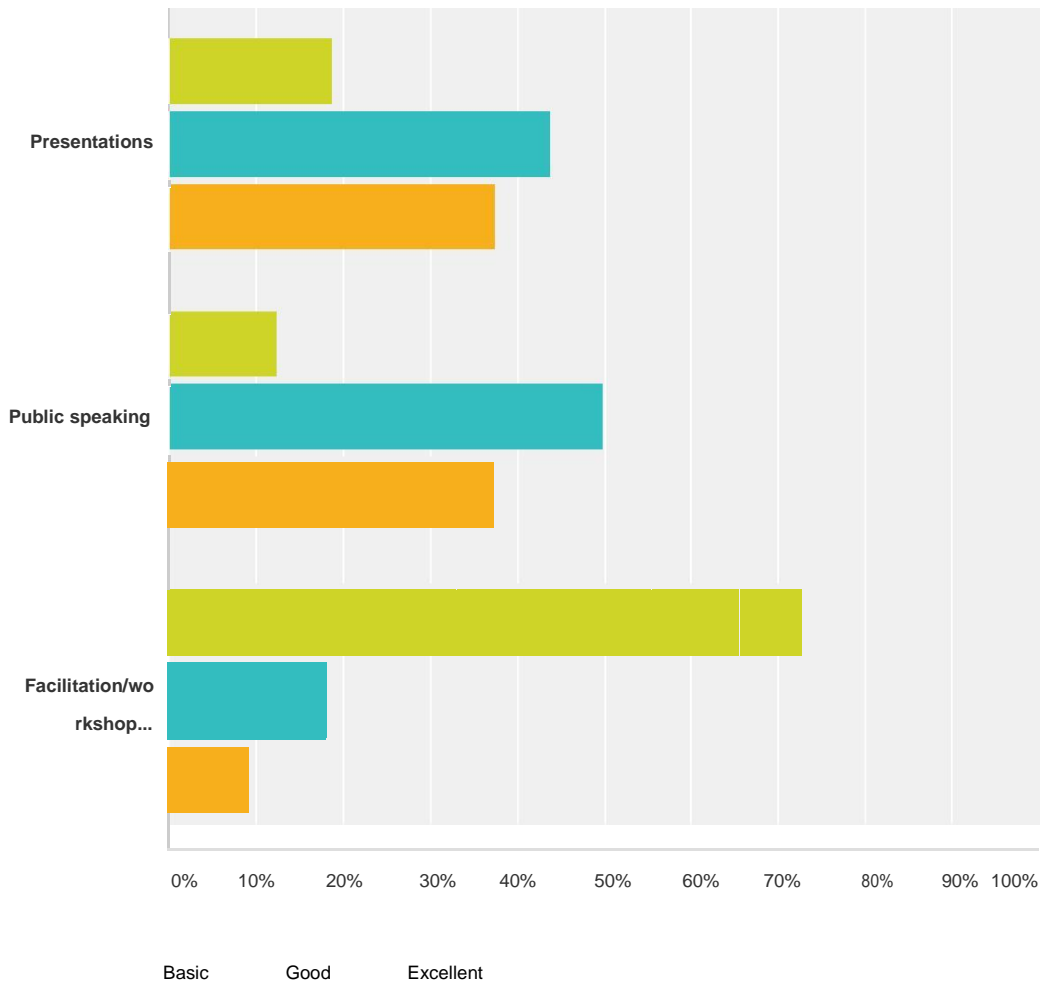
Answered: 6 Skipped: 10



Answer Choices	Responses	
GIS	0.00%	0
AutoCad	100.00%	6
ArchiCad	33.33%	2
<b>Total Respondents: 6</b>		

## Q25 What are your skills in the following categories?

Answered: 16 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	18.75% 3	43.75% 7	37.50% 6	16
Public speaking	12.50% 2	50.00% 8	37.50% 6	16
Facilitation/workshop experience	72.73% 8	18.18% 2	9.09% 1	11

**Q26 Please insert any additional comment you may have**

Answered: 0 Skipped: 16

#### Annex 4.4: Register of Planning Documents

##### MUNICIPALITY OF LEPOSAVIC

Register of statutory strategic and operational spatial planning documents formulated by the government at the local and central level based on the administrative system of Yugoslavia; Serbia and Montenegro.

*Source: Municipality of Leposavic*

##### Government at the local level

##### Strategic spatial planning documents:

Type of document:	General Urban Plan
Title of the document:	General Urban Plan, Leposavic, Municipality of Leposavic;
Coverage area	n/a
Drafted:	1994
Amended:	n/a
Status:	Invalid;
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

Type of document:	General Urban Plan
Title of the document:	General Urban Plan, Socanica, Municipality of Leposavic;
Coverage area	n/a
Drafted:	1988
Amended:	n/a
Status:	Invalid/ Never adopted;
Drafting authority:	Institute for architecture and urban planning, Belgrade, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.



<b>Type of document:</b>	<b>General Urban Plan</b>
Title of the document:	General Urban Plan, Lesak, Municipality of Leposavic;
Coverage area	n/a
Drafted:	1968
Amended:	n/a
Status:	Invalid;
Drafting authority:	Architectural and urban planning office 'Oblik', Belgrade, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Operational spatial planning documents:**

<b>Type of document:</b>	<b>Detailed Regulation Plan</b>
Title of the document:	Detailed Regulation Plan for 'university centre and housing block' in Leposavic, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2003;
Amended:	n/a.
Status:	Invalid;
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Detailed Regulation Plan</b>
Title of the document:	Detailed Regulation Plan for 'housing block' in Lesak, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2003;
Amended:	n/a.
Status:	Invalid;
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

**Operational spatial design documents:**

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'housing block' in Lesak, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2003;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'central settlement block' in Leposavic, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2001;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'housing block' in Leposavic, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2001;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'housing block' in Leposavic, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2001;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'freight terminal' in Leposavic, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2001;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'trade centre' in Lesak, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2001;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'part of settlement' in Lesak, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	1998;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'business centre' in Lesak, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	1998;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

<b>Type of document:</b>	<b>Urban Design Project</b>
Title of the document:	Urban Design Project for 'housing block' in Leposavic, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	1992;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print;
Availability:	Yes.

## MUNICIPALITY OF LEPOSAVIC

Register of statutory strategic and operational sectoral planning documents formulated by the government at the local level based on the administrative system of Kosovo.

*Source: Municipality of Leposavic*

### Government at the local level

#### Operational sectoral planning documents:

Type of document:	Action Plan
Title of the document:	Local Environmental Action Plan 2017- 2020, Municipality of Leposavic;
Coverage area	n/a.
Drafted:	2016;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Municipality of Leposavic; Regional Environmental Centre; United States Agency for International Development (USAID)/ Advancing Kosovo Together; Community Development Fund (CDF)- Local NGO; The Mission of People of Good Will (MPGW)- Local NGO.
Decision making authority:	Municipal Assembly, Municipality of Leposavic;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Print and digital;
Availability:	Yes.



**MUNICIPALITY OF LEPOSAVIC**

**Register of non-statutory strategic and operational sectoral and multi-sectoral planning documents formulated by the government at the local level.**

*Source: Municipality of Leposavic*

**Government at the local level**

**Strategic sectoral planning documents:**

<b>Type of document:</b>	<b>Sectoral strategy</b>
Title of the document:	Tourism Strategic Development Plan 2017- 2022
Coverage area	n/a.
Drafted:	2016
Amended:	n/a.
Status:	Valid
Drafting authority:	'Media Puls' and 'Sports and Tourism Organization- Leposavic'
Decision making authority:	n/a.
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital;
Availability:	Yes.

## MUNICIPALITY OF LEPOSAVIC

Register of statutory strategic spatial planning documents formulated by the government at the local and central level in Republic of Serbia, relevant for strategic and operational spatial planning at the local and central level in Kosovo.

*Source: Spatial Planning Agency, Republic of Serbia*

### Government at the local level

#### Strategic spatial planning documents

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Spatial Plan, Municipality of Korsumlija, Republic of Serbia;
Coverage area	n/a.
Drafted:	2011;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Faculty of Architecture, University of Belgrade, Belgrade, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Korsumlija;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Spatial Plan, Municipality of Brus, Republic of Serbia;
Coverage area	n/a.
Drafted:	2012;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Stock Company for designing and engineering INFOPLAN, Arandjelovac, Arandjelovac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Brus;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

<b>Type of document:</b>	<b>Municipal Spatial Plan</b>
Title of the document:	Municipal Spatial Plan, Municipality of Raska, Republic of Serbia;
Coverage area	n/a.
Drafted:	2012;
Amended:	n/a.
Status:	Valid;
Drafting authority:	Public Enterprise- Department for urban planning and construction, Kragujevac, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Raska;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

<b>Type of document:</b>	<b>Municipal Spatial Plan</b>
Title of the document:	Municipal Spatial Plan, Municipality of Novi Pazar, Republic of Serbia;
Coverage area	n/a.
Drafted:	2011;
Amended:	n/a.
Status:	Valid;
Drafting authority:	European Center for Peace and Development- NGO, Beograd, Republic of Serbia;
Decision making authority:	Municipal Assembly, Municipality of Novi Pazar;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

## **Government at the central level**

### **Strategic spatial planning documents:**

<b>Type of document:</b>	<b>Spatial Plan</b>
Title of the document:	Spatial Plan of Republic of Serbia 2010- 2020, Republic of Serbia;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	Valid;
Drafting authority:	IAUS Belgrade, Belgrade, Republic of Serbia;
Decision making authority:	National Assembly, Republic of Serbia;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

<b>Type of document:</b>	<b>Spatial Plan for Special Designated Area</b>
Title of the document:	Spatial Plan for Special Designated Area: 'Rendara'/ 'National Park- Kopaonik', Municipality of Brus, Republic of Serbia;
Coverage area	n/a.
Drafted:	2012;
Amended:	n/a.
Status:	n/a.
Drafting authority:	Faculty of Architecture, University of Belgrade, Belgrade, Republic of Serbia;
Decision making authority:	National Assembly, Republic of Serbia;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

<b>Type of document:</b>	<b>Spatial Plan for Special Designated Area</b>
Title of the document:	Spatial Plan for Special Designated Area: 'National Park- Kopaonik', Municipality of Brus, Republic of Serbia;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	n/a.
Drafting authority:	IAUS Belgrade, Belgrade, Republic of Serbia;
Decision making authority:	National Assembly, Republic of Serbia;
Legal basis:	n/a.
Language/s:	Serbian;
Format available:	Digital- pdf;
Availability:	Yes.

## Annex 4.5: Register of Capital Projects

### MUNICIPALITY OF LEPOSAVIC

Register of capital projects implemented by the government at the local and central level, and the international organizations, in 2015 and 2016.

*Source: Municipality of Leposavic*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	n/a.		

#### Government at the central level

##### Ministry of infrastructure

#	Project description:	Quantity/ unit:	Amount:
1.	Construction, reconstruction and asphaltting of non-categorized roads/ streets in 'rural' settlements:		
1.1.	Road construction, Pridvorica village;		
1.2.	Road construction, Beluce- Strmac village;		
1.3.	Road construction, Ravniste village;		
1.4.	Road construction, Jeftice, Begluk villages- valley;		
1.5.	Road construction, G. Krnjin village;		
1.6.	Road construction, Kamenica village;		
1.7.	Road construction, Maljice village;		
1.8.	Road construction, Mekinice, Vitanovice, Miolice village;		
1.9.	Road construction, Josanica village/ Baraci segment;		
1.10.	Road construction, Ostrace village/ Cukici segment;		
1.11.	Road asphaltting, from Lesak to cemetery, Lesak;		
1.12.	Road construction, Dren village- Bridge, Ibar river;		
1.13.	Road construction, Grkaje village;		
1.14.	Road construction, Mosnice village/ Ralovici segment;		
2.	Construction, reconstruction and asphaltting of roads/ streets in 'urban' settlements:		
2.1.	Street construction, 'Bosko Buha' street, Leposavic;		
2.2.	Street asphaltting, from transformer station to Slaniste, Leposavic;		
2.3.	Street construction, from Slaniste to Djolosevici, Leposavic;		
2.4.	Street construction- phase II, 'Vuk Karadzic' street, Socanica;		
2.5.	Street construction- phase II, 'Galicka' street- in the direction of cemetery, Socanica;		

2.6.	Street asphaltting, Socanica;		
2.7.	Street construction- phase II, 'VJ' street, from Elderly care apartment block to the cemetery, Socanica;		
2.8.	Street construction, from the fuel station, Socanica		
2.9.	Street reconstruction, 'Braca Radovanovic' street, and construction of parking lot, Socanica;		
2.10.	Street reconstruction, 'Rudarska' street, Leposavic;		
2.11.	Street asphaltting, street in parallel with fuel station, Leposavic;		
2.12.	Street and parking lot construction and asphaltting, 'Nemanjina' street- in front of the social centre, Leposavic;		
2.13.	Street construction, 'Milana Radulovica' street;		
3.	Road construction, connection to R-218, Granicane village;		
4.	Road reconstruction and asphaltting, B. Brdo- Lesak road;		
5.	Construction of swimming pool- phase I, Leposavic;		
6.	Reconstruction of '24. Novembar' building block, between 'Yumko' and 'Pharmacy';		
7.	Construction of access road to cemetery, Koporice village.		

#### Ministry of environment and spatial planning

#	Project description:	Quantity/ unit:	Amount:
1.	Cleaning of 'Ibar' river;		
2.	Maintenance of green areas;		
3.	Construction of waste-water collection system;		
4.	Procurement of two vehicles/ waste disposal trucks- for the needs of the municipal administration/ public enterprises.		

#### Ministry of health

#	Project description:	Quantity/ unit:	Amount:
1.	Installation of autonomous heating system in healthcare facility, Socanica;		
2.	Reconstruction of the old healthcare facility, Leposavic.		

#### Ministry of culture, youth and sports

#	Project description:	Quantity/ unit:	Amount:
1.	Procurement of equipment for production workshop of traditional suits, Cultural and artistic society 'Kopaonik'.		

**Ministry of labour and social welfare**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of ten detached residential units for socially vulnerable categories, Lepasovic.		

**Ministry of education, science and technology**

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of primary school facilities in the municipality;		
2.	Procurement of equipment for primary school 'Kadri Bistrica';		
3.	Reconstruction of secondary school facility 'Nikola Tesla', Lepasovic;		
4.	Construction of green areas and play grounds in Primary school in Lepasovic;		
5.	Installation of street lighting in the surrounding of primary school, Lepasovic;		
6.	Replacement of the doors and windows in primary school, Lepasovic;		
7.	Construction of children playground in kindergarten 'Nasa radost', Lepasovic;		
8.	Construction of school indoor swimming pool, Lesak;		
9.	Construction of school indoor swimming pool, Socanica;		
10.	Construction of waste-water collection system for primary school and the surrounding, Beluce.		



### Ministry for communities and return

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of the local roads, Kosutovo, Bistrica, Ceranja villages;		
2.	Construction of the sports court and children playground, Rvatska village;		
3.	Restoration of cemetery, Kosutica village;		
4.	Procurement of a vehicle/ refrigerated truck- for the needs of the municipal administration/ community;		
5.	Construction of the collection centre in support of agricultural association, Leposavic;		
6.	Construction of the sports court and playground for children and youth, Lesak;		
7.	Construction of the maintenance facility in new cemetery, Socanica;		
8.	Installation of street lightning, Josanica and Popovce villages;		
9.	Construction of cultural events and office space facility, Rvatska village;		
10.	Construction of the maintenance facility in cemetery, Koporice village;		
11.	Construction of the children playground, Dositej Obradovic' street, Leposavic;		
12.	Reconstruction of the local roads, Kosutovo, Bistrica, Ceranja and Vrincevo villages;		
-	Restoration of cemeteries, Kosutovo, Bistrica, Ceranja and Vrincevo villages;		
13.	Construction of the local community and healthcare facility- phase I, Saljska Bistrica village;		
14.	Installation of street lighting, Postenje village;		
15.	Construction of the sports facility, 'Trepca' settlement, Leposavic;		
16.	Construction of the waste-water collection system, Tvrdenje village;		
17.	Restoration of local roads, along the new church, and in village cemetery, Josanica village;		
18.	Construction of multi-functional facility, G. Socanica- Krsmali village;		
19.	Procurement of a vehicle/ fire truck- for the needs of the municipal administration/ public enterprises.		

### Ministry of local government administration

#	Project description:	Quantity/ unit:	Amount:
1.	Reconstruction of the administrative facility- municipal hall- phase I, Leposavic;		
2.	Repair of local road and installation of public lighting, Kutnje village;		
3.	Construction of the access road; Reconstruction of the chapel, Popovce village; Repair of cemetery, Josanica village.		
4.	Development of green areas, Church of Saint John the Baptist, Socanica;		
5.	Installation of public street lighting, Beluce village.		

## **International organizations**

### **European Union Office in Kosovo- 2015 and 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Road infrastructure interventions in the municipality;		
2.	Construction of square, and facility for socially vulnerable categories, Socanica;		
3.	Reconstruction and extension of healthcare facility, Lesak;		
4.	Reconstruction of primary school 'Vuk Karadzic', Socanica;		
5.	Construction of shopping centre and green market, Leposavic.		

## MUNICIPALITY OF LEPOSAVIC

### Register of capital projects planned and approved for implementation by municipal assembly, in 2017.

*Source: Municipality of Leposavic*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Asphalting of three street segments, Dren village;		
2.	Asphalting of the principal street in the direction of the railway station, Slatina village;		
3.	Construction of the sidewalk segment, from 'Dositej Obradovic' street to 'Samacki' apartment block, Leposavic;		
4.	Asphalting of the street junction, Tvrdjen		
5.	Reconstruction of 'Dositeja Obradovic' street, Leposavic;		
6.	Reconstruction of the street along 'YU programme' apartment blocks, Trepca city;		
7.	Construction of sidewalk along '24.novembar' street, from the health center to 'Rudarska' street;		
8.	Asphalting of 'Bosko Buha' street, Slaniste;		
9.	Reconstruction of 'Karadjordjeva' street and sidewalk, Lesak;		
10.	Asphalting of street, Tvrdjensko brdo;		
11.	Asphalting of street in the direction of village cemetery, Gornja Socanica- Krsmala village;		
12.	Relocation of the old bridge of 'Ibar' river, Kutnje village;		
13.	Asphalting of three street segments in 'Stara milicija' street, Socanica;		
14.	Reconstruction of the local road in the direction of village cemetery, Vuca and Citlucani villages;		
15.	Construction of the storm-water channel along the road, from bridge to transformer station, G.Socanica;		
16.	Asphalting of streets, Jezero;		
17.	Reconstruction of '7 juli' street and sidewalk, Slaniste;		
18.	Reconstruction of community building, Socanica;		
19.	Rehabilitation of new cemetery, Socanica		
20.	Rehabilitation of chapel, Vuca village cemetery;		
21.	Rehabilitation of chapel, Ibarska Slatina;		
22.	Reconstruction of auxiliary building in the vicinity of church, Borcane village;		
23.	Construction of swimming pool (phase II), Leposavic;		
24.	Asphalting of street, Miolice village;		
25.	Procurement of two vehicles- for the needs of the municipal administration;		

26.	Procurement of two vehicles/ tank trucks- for the needs of the municipal administration;		
27.	Maintenance of the streets & roads in the municipality;		
28.	Procurement of two vehicles/ children transportation- for the needs of the municipal administration;		
29.	Construction of 'retirees club' facility annex, Lesak;		
30.	Reconstruction of water-supply reservoirs, Socanica and Lesak;		
31.	Procurement of a vehicle/ dump truck- for the needs of the municipal administration/ public enterprises;		
32.	Installation of street lighting, Lesak , Leposavic and Socanica;		

**MUNICIPALITY OF LEPOSAVIC**

**Register of stakeholders**

Who	Areas of engagement	Main achievements	Ongoing projects	Planned projects	Role/ membership in coordination mechanisms	Level of stake-influence	Gender marker
<b>Government Institutions, Kosovo- Kosovo and Serbia Administrative Systems</b>							
Local level							
Department for urbanism/ urban planning, housing and utility, and property affairs	Urban and spatial planning and development management; Environmental planning and management; Land and property management; Inspection.	Implementation of capital investment projects- social facilities: housing, healthcare and public spaces.	Construction/ reconstruction and extension of municipal hall.	Implementation of capital investment projects- transportation infrastructure: roads and streets.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware
Department for economy and finance	Budget and financial planning management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware
Department for social, general and common affairs	General operations, administration and management.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender sensitive

<b>Government Institutions, Kosovo- Kosovo Administrative Systems</b>							
Central level							
Sluzba za zaposljavanje- Predstavništvo u Leposavicu Employment Authority- Branch office in Leposavic	Maintenance of employment registers; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises.	Advisory.	Small stake- Low influence	Gender aware
<b>Government Institutions, Serbia- Serbian Administrative Systems</b>							
Central level							
Nacionalna sluzba za zaposljavanje- Predstavništvo u Leposavicu National Employment Authority- Branch office in Leposavic	Maintenance of employment registries; Training programmes; Internship programmes; Funding schemes for Small and Medium Enterprises; Employment fairs.	Development and implementation of annual training programmes; Development and implementation of annual internship programmes; Development and implementation of annual funding scheme for Small and Medium Enterprises; Organization of annual employment fairs.	na	Training programmes; Internship programmes; Funding scheme for Small and Medium Enterprises. Employment fairs.	Advisory.	Small stake- Low influence	Gender aware
Republički geodetski zavod, Sluzba za katastar nepokretnosti- Predstavništvo u Leposavicu Republic Geodetic Authority, Real estate cadastre service- Branch office in Leposavic	Technical and administrative tasks related to state survey, land cadastre, real estate cadastre, utilities cadastre and registration of real estate rights, their maintenance and update.	na	na	na	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware

Regional level							
Centar za socijalni rad, Mitrovica-Predstavništvo u Leposavicu Center for Social Work, Mitrovica-Branch office in Leposavic	Social protection services.	Wider range of social protection services; Formulation of social protection strategy; Publication of 'Bulletin'.	na	na	Advisory.	Small stake-Low influence	Gender aware
Local level							
Dom zdravlja Healthcare Centre	Primary healthcare services.	Engagement of additional highly qualified medical personnel; Improvement of the existing services, and introduction of the new ones; Procurement of new medical equipment; Procurement of new emergency and non-emergency transportation vehicles; Partially renovated facility.	na	Expansion of the scope of medical services; Replacement of old medical equipment; Replacement of old emergency and non-emergency transportation vehicles fleet; Renovation of facility.	Advisory.	Small stake-Low influence	Gender aware
Ustanova za predškolsko vaspitanje i obrazovanje 'Nasa radost' Pre-school Education Institute 'Our happiness'	Kindergarten and pre-school education services.	Provision of services.	na	Renovation of facility. Replacement of old equipment.	Advisory.	Small stake-Low influence	Gender aware

Public Enterprises, Serbia- Serbian Administrative System							
Central level (on-going transformation)							
Javno proizućece 'Putevi Srbije', Beograd- Predstavništvo u Leposavicu Public Enterprise 'Putevi Srbije', Belgrade- Branch office in Leposavicu	Principal and regional roads- networks development, management and maintenance.	Provision of network maintenance.	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake- Low influence.	Gender aware.
Javno proizućece 'Zeleznice Srbije', Beograd- Predstavništvo u Leposavicu Public enterprise 'Zeleznice Srbije', Belgrade- Branch office in Leposavic	Principal and regional railroads- networks and services development, management and maintenance	Provision of network maintenance; Provision of transportation services;	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake- Low influence	na
Javno proizućece 'Elektro-Kosmet', Mitrovica- Predstavništvo u Leposavicu Public enterprise 'Elektro-Kosmet', Mitrovica- Branch office in Leposavic	Power distribution- networks development, management and maintenance.	Provision of power distribution services.	Networks development, management and maintenance.	Network development, management and maintenance.	Technical assistance and advisory.	Big stake- high influence.	Gender aware.
Javno proizućece 'Telekom', Beograd- Predstavništvo u Leposavicu Public enterprise 'Telekom', Belgrade- Branch office in Leposavic	Telecommunication s- fixed, mobile and internet services- networks development, management and maintenance.	Provision of telecommunication services.	Networks development, management and maintenance.	Networks development, management and maintenance.	Technical assistance and advisory.	Big stake- High influence	Gender aware



Javno preduzece 'Posta Srbije', Beograd- Predstavništvo u Leposavicu Public Enterprise 'Post of Serbia', Belgrade- Branch office in Leposavic	Shipping and mailing services.	Provision of shipping and mailing services.	na	na	Technical assistance and advisory.	Big stake- High influence	Gender aware
Javno preduzece 'Direkcija za gradjevinsko zemljiste, puteve i razvoj', Belgrade- Predstavništvo u Leposavicu Public Enterprise 'Directorate for construction land, roads and development', Belgrade- Brach office in Leposavic	Development, management and maintenance of infrastructure and services: Water supply; Waste management- collection/ disposal; Public greenery and cemetery maintenance.	Procurement of new equipment.	Contracted services.	na	Technical assistance and advisory.	Big stake- High influence	Gender aware
Javno preduzece 'Srbijasume', Beograd- Predstavništvo u Leposavicu Public Enterprise 'Srbijasume', Belgrade- Branch office in Leposavic	Forest management.	Provision of forest protection and maintenance.	na	na	Technical assistance and advisory.	Small stake- Low influence	Gender aware

Local level (on-going transformation)							
Javno komunalno preduzece 'Kosmet put' Public Utility Enterprise 'Kosmet put'	Development, management and maintenance of local road/ streets infrastructure.	Procurement of new equipment; Installation of public lighting;	Contracted services.	Replacement of old maintenance vehicles fleet.	Advisory.	Small stake-High influence	Gender aware
Javno komunalno preduzece '24. Novembar' Public utility enterprise '24. Novembar'	na	na	na	na	na	na	na
Javno komunalno preduzece 'Vodovod' Public Utility Enterprise 'Vodovod'	Development, management and maintenance of infrastructure and services: Water supply; Waste management-collection/ disposal; Public greenery and cemetery maintenance.	Procurement of new equipment.	Contracted services.	na	Advisory.	Small stake-High influence	Gender aware
Javno preduzece-Zemljoradnicka zadruga, Leposavic Public Enterprise-Agricultural cooperative, Leposavic	Food production chain management-production, processing, distribution.	Construction of cold storage facilities; Construction of collection centre; Development of supply/ distribution chain.	Contracted services.	na	Advisory.	Small stake-High influence	Gender aware
Sportsko turisticka organizacija, Leposavic Sports and Tourism Organization, Leposavic	Sport activities/ events.	Construction of the sport centre.	Organizing a sport activities/ events for children, youth and adults.	Construction of the sports facilities; Organization of events-tournaments.	Advisory.	Small stake-High influence	Gender aware

Non-Governmental Organization's							
Registered- Kosovo administrative system							
'Media Puls'	<u>Formal:</u> Socio-economic development.  <u>Practical:</u> As reflected in achievements, ongoing/ planned activities.	Formulation of 'Strategic Plan for Tourism Development'.	na	na	Advisory; Advocacy.	Small stake- High influence	Gender sensitive
'Innovate'/ IBCM	<u>Formal:</u> Non-formal training; Civil society development.  <u>Practical:</u> As reflected in achievements, ongoing/ planned activities.	Organization of language courses.	na	na	Advisory; Advocacy.	Small stake- High influence	Gender aware
'Prijateljstvo'	<u>Formal:</u> Community development; Sport activities/ events.  <u>Practical:</u> As reflected in achievements, ongoing/ planned activities.	na	na	na	Advisory; Advocacy.	Small stake- High influence	Gender aware

'Bastina'	<p><u>Formal:</u> Promotion of natural and cultural heritage.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	Promotion and marketing of natural and cultural heritage- greeting-cards, exhibitions, debates.	Organization of excursions.	Awareness of children and youth on the natural and cultural heritage.	Advisory; Advocacy..	Small stake- High influence	Gender aware
'Planinarsko sportsko drustvo- Kopaonik'	<p><u>Formal:</u> Ski training; Promotion of mountain sports; Sport activities/ events.</p> <p><u>Practical:</u> As reflected in achievements, ongoing/ planned activities.</p>	International climbing expeditions.	Local climbing expeditions.	Regional climbing expeditions.	Advisory; Advocacy.	Small stake- High influence	Gender aware
'Udruzenje zena- Pronadjimo Sebi Put'	<p><u>Formal:</u> na</p> <p><u>Practical:</u> na</p>	na	na	na	na	na	na

International Organizations							
Representative offices							
United Nations Interim Administration	UN Security Council Resolution 1244- 10 June 1999: Police and justice; Civil administration; Democratization and institution building; Reconstruction and economic development.	Monitoring of political and security situation; Grant program for public and civil sector; Funding of infrastructure projects.	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive
United Nations Development Programme	Provision of expert advisory, training, and grants support, in the following areas: Inclusive growth; Sustainable development; Environment protection.	Strengthening the capacities of local institutions in delivering services- improving performance; Strengthening the capacities of private sector- improving performance and decreasing unemployment; Support to local agriculture and rural development; Public awareness for disaster risk reduction and prevention; Grant schemes.	Good governance programme- engagement of advisors for the mayors; Labour market program; Aid for trade programme- job creation in rural areas; Forestry programme- job creation with `Srbija sume`; Gender Based Violence (GBV) programme with five other UN agencies. Grant schemes.	Social housing programme; Gender Based Violence (GBV) programme with five other UN agencies. Grant schemes.	Technical assistance and advisory.	Small stake-High influence	Gender transformative
Organization for Security and Co-operation in Europe	Arms control; Promotion of human rights; Freedom of the press; Fair elections.	na	na	na	Technical assistance and advisory.	Small stake-High influence	Gender sensitive

**ANNEX 5:  
MUNICIPALITY OF VUSHTRRI  
Municipal Baseline Assessment**

Annex 5.1:	Rapid SWOT Analysis
Annex 5.2:	Municipal Self-Assessment- Survey findings
Annex 5.3:	Municipal Staff Skills Inventory- Survey findings (System summary)
Annex 5.4:	Register of Planning Documents
Annex 5.5:	Register of Capital Projects
Annex 5.6:	Register of Stakeholders

## Annex 5.1: Rapid SWOT Analysis

### MUNICIPALITY OF VUSHTRRI

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Human capacities, structuring and cooperation

Strengths	Weaknesses
Administration: 240 employees (186 M, 64 F).	--
12 departments (3 Director's/Female: Administration/Culture/Economic Development).	Lack of inter-departmental entity responsible for sectorial or integrated policy development (newly established Municipal Planning Team (MPT) is the first such entity. Consultative Committee for Spatial Planning exists but it's not functional.
D. of Urbanism managed the drafting process of MDP. In addition they are capable to manage the implementation in terms of CIPs and supervision of works.	Limited and underutilized capacities (few exceptions) to draft integrated and sectorial/operational plans (MPD etc). No specialized staff for GIS, planning, housing, environment, implementation of spatial documents as a whole, M&E etc. Cases of staff with educational background not suitable to their responsibilities (and some aged staff). No engagement in drafting of MDP (only facilitated data collection). Staff overloaded with tasks related to building permits, supervisory work etc. The planning sector has only 1 staff (head of sector), which is dealing with development conditions, building permits, supervisory work etc.
Some individuals within various departments experienced in drafting sectorial/operational plans and open to share data.	Limited participation of municipal staff in MDP/UDP drafting process (staff mainly facilitated data collection and participated in some public debates). Lack of proper information/communication mechanism between departments in terms of planning issues (ad-hoc basis). Some working groups or committees were established on ad-hoc basis).
Good cooperation between technical staff of various departments.	Lack of experience to work as a team/working group.
Some experience with inclusive and participative process (involvement through the third party ChwB/USAID or directly by consulting company etc).	--
The acknowledgement of the importance of integrated planning in addressing the local needs expressed by the technical staff.	--
Contacts and data exchange on the technical level with neighboring municipalities.	--
--	Low political awareness and knowledge regarding the role and use of planning as a tool for development.
Opportunities	Threats
Consultative Committee for Spatial Planning (established but still not functional).	--
Newly established Municipal Planning Team.	--
A lot of space for capacity building/strengthening of municipal staff (trainings, on-job assistance etc) in the topics as presented below: -Spatial planning related trainings. -Development of Monitoring and Evaluation (M&E) system. -Development & management of integrated database. -Raise awareness on use of planning instruments by different sectors. -Formulation of the project proposals and fundraising. -Research methods.	--
--	Political interference (in decision making, budget planning etc).
--	Lack of motivation.
--	Delays expected due to the election campaign.

## Annex 5.1: Rapid SWOT Analysis

### Municipal plans and policies

Strengths	Weaknesses
<p>A set of integrated/sectoral/operational planning documents were drafted/approved:</p> <ul style="list-style-type: none"> <li>-1 MDP, 3 URPs (approved)</li> <li>-New MDP (approved by the position, without members of the opposition)</li> <li>-SEA drafted</li> <li>-Some EIAs drafted for certain CIPs</li> <li>-3-year housing programme approved</li> <li>-Strategy for local economic development approved</li> <li>-Waste management plan approved</li> <li>-Plan for improvement of mobility services approved</li> <li>-Local environment action plan approved</li> <li>-Youth action plan approved</li> <li>-Municipal efficiency plan approved</li> <li>-Some sectors has drafted also respective sectoral regulations</li> </ul>	<p>Integrated and sectoral strategies mainly drafted by consulting companies, which often don't go into the field to check what has changed in order to reflect those changes in planning documents.</p> <p>New MDP was approved in the municipal assembly only by position party. Still no general consensus to approve it.</p> <p>Insufficient involvement of municipal staff in drafting process of planning documents (with few exceptions).</p> <p>No mechanism for quality control of planning documents (in drafting/implementation process).</p> <p>No implementation plans/no proper harmonization of proposed activities with D. of Finances and other sectors.</p> <p>No monitoring plans/reports on the implementation of previous planning documents/strategies (only plan for waste management has monitoring plan).</p>
<p>Zoning Map to be drafted by consulting company (once MDP is also approved by the municipal assembly and MESP). ToRs to be drafted by the D. of Urbanism and municipal procurement office.</p> <p>Allocated budget for drafting of the Zoning Map is 40.000 Euro.</p>	--
Each department has its own data (but not very updated).	Lack of municipal integrated database.
Some cadastral data and information exists (Geo Medai, GIS, KICILIS etc).	No consolidated cadastre database. Changes in the field often not reflected in existing database.
Cases of application for building permits.	Over 9.700 registered illegal buildings (in 2016 were issued 64 construction permits).
--	- There are cases of problems with expropriation (due to some ad-hoc decisions on public investments/capital projects).
Allocated budget for implementation of plan for mobility services for disabled people.	--
--	-Limited financial capacities to addresses all needs.
Some cooperation has been identified in the areas of: joint road infrastructure projects, water and sewage system, waste management, exchange of information/experiences when drafting sectoral planning documents (with Municipality of Prizren for Waste Management Plan), exchange of information on cadastre and property issues/experiences (with Municipality of Podujevo, South Mitrovica, Obiliq etc).	--
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Legal planning reform directing towards drafting Municipal Zoning Map (MZM) and developing required integrated database would open the road to:</li> <li>-Develop the municipal integrated database.</li> <li>-Draft Zoning Map.</li> <li>-Draft the Tourism Strategy for the municipality of Vushtrri.</li> <li>- Reconstruct the cadastral information/database.</li> <li>-Issue building permits (for registered illegal building which fulfils legal requirements).</li> <li>-Receive support from various international partners (technical and financial support).</li> </ul>	<p>Low awareness and knowledge related to planning among the assembly members/decision-makers can affect/prolong planning processes.</p>
--	Spatial, infrastructural and environmental impacts by the illegal construction.
--	Incomplete cadaster database



## Annex 5.1: Rapid SWOT Analysis

### Gender perspective in spatial planning documents

Strengths	Weaknesses
<p>12F municipal advisers (total 35 municipal advisers).</p> <p>3 out of 12 departments are women (Director of Administration, D. of Culture, Youth and Sports, and D. of Economic and Rural Development).</p> <p>1 Female, Head of Legal Office &amp; Head of sector for management of municipal properties, also responsible for environment consents (same person).</p> <p>1 Coordinator for human rights and gender affairs (D. of Administration). She was part of the working group for drafting MDP, but not for drafting of other sectoral/operational documents.</p>	<p>Low level of gender participation in municipal assembly: 65.72 % man, 34.28% woman (12 advisers).</p> <p>Low level of gender participation in municipal administration: 73.33 % man, 26.66 % woman</p> <p>Insufficient involvement of women in drafting of integrated planning documents.</p>
<p>D. of Urbanism has 2 Female employees (out of 9 staff) which were part of the drafting process of new MDP (mainly to facilitate data collection).</p>	<p>Low level of women participation in drafting process of new MDP. According to CHwB report, only 28% were women (total participants 261: 187M, 74F). No specific meetings, focus groups dedicated only to women.</p>
--	<p>No data on public engagement during the drafting process of SEA, or 3-Year Housing Strategy. No specific data on how many participants (M/F) were consulted / engaged.</p>
<p>Limited number of women in drafting process of the Strategy for Local Economic Development 2013-2018.</p>	<p>Out of 61 members only 4 (2 municipal staff and 2 staff of UBT) were women which participated in drafting process of the Strategy for Local Economic Development 2013-2018.</p> <p>-No allocated budget specifically for development of gender-responsive planning documents (MDP, SEA etc).</p>
Opportunities	Threats
<p>Willingness of mayor to support/empower female staff.</p>	<p>Risk of leaving gender issues down on the agendas, due to other priorities/issues.</p>
<p>Potential to engage more female staff in trainings organized by UN-Habitat and other relevant organizations.</p>	--
	<p>Limited activities of NGOs dealing with gender issues due to lack of funds.</p> <p>No NGOs familiarized/working with integration of gender in spatial planning process.</p>

## Annex 5.1: Rapid SWOT Analysis

### Environmental planning and management

Strengths	Weaknesses
SEA for new MDP (drafted by consulting company Intech).	No municipal capacities to develop SEA/EIA. Lack of policies for environmental planning / management. No monitoring instrument available. No monitoring for plan implementation.
Local Environment Action Plan.	--
Plan for Waste Management.	Municipal staff involved only in facilitation of data (Plan for waste management).
Opportunities	Threats
Potential to train municipal staff on SEA/EIA.	Low level of knowledge on SEA/EIA and integration of findings into decision making process.
Environment cleaning actions can be taken by NGOs.	Limited activities of NGOs dealing with environmental issues due to the lack of funds. No NGOs familiarized/working with integration of environmental issues in spatial planning process.
	Managerial, operational and financial problem of regional companies (KURM, UNITETI) responsible for water and waste management.

### Partnership with civil society

Strengths	Weaknesses
Each department has some cooperation with NGOs (on their respective field and ad-hoc basis).	No sustainable cooperation mechanism between respective departments and civil society (mainly on ad-hoc basis and with initiative of NGOs).
1 Youth Officer (dealing also with cooperation with NGOs, D. of Youth, Culture and Sports).	--
Some experience on participative and inclusive processes (drafting process of MDP).	Civil society/NGOs consulted during the drafting process of the strategic documents mainly through the third party (CHwB) or consulting company.
Some NGOs were supported by municipal budget (according to the latest report published by Office of Good Governance within Prime Minister's Office).	No transparent and standardized forms and procedures for supporting NGOs and community initiatives (no open calls etc.).
List of NGOs operating at municipal level can be found at the D. of Youth, Culture and Sports.	Lack of professional capacities within NGOs in terms of spatial planning (integrated and sectoral planning).
Opportunities	Threats
Right momentum for engagement of civil society (in reviewing process of MDP/ drafting Zoning map, building M&E system, dedicated outreach mechanism etc).	Risk of ignoring and/or misunderstanding the potential of civil society due to the lack of knowledge and other priorities (elections etc). Inactivity of NGOs due to the lack of funds (very few active NGOs). Lack of critical mass to react on certain irregularities (lack of transparency, lack of accountability etc).

## Annex 5.1: Rapid SWOT Analysis

### Inter-municipal and inter-governmental cooperation

Strengths	Weaknesses
<p>Consultations/coordination with MESP regarding new legal framework/spatial plans etc.</p> <p>Coordination with MESP, MH, MLSW, MCYS, ISP, KCA, MI, MTI, MF etc<sup>2</sup>.</p> <p>Some projects were supported by MEST, MCYS, and MH<sup>3</sup>.</p>	<p>Ad-hoc coordination/cooperation.</p> <p>Insufficient coordination between ministries in supporting investment projects.</p> <p>Lack of capacities to draft joint project-proposals (bankable) for significant projects.</p>
<p>Few cases of sharing/exchanging information with neighboring municipalities in the field of cadastre, drafting of sectoral planning documents (Podujevo, Obiliq, Mitrovice and Prizren) etc.</p>	<p>Limited cooperation with neighbouring municipalities.</p>
<p>Some cooperation/communication with Skenderaj: field exercises in relation to emergencies, waste management, geodesy and cadastre, education etc.</p> <p>MoU between Vushtrri and Skenderaj for joint market inspections: joint project proposal for collection and processing of medicine plants.</p>	<p>Symbolic number of identified joint projects with neighbouring municipalities (mainly road infrastructure, joint market inspection and tourism).</p>
<p>Local cadaster unit monitored by Kosovo Cadastral Agency .</p>	<p>No permanent mechanisms of cooperation are established.</p>
<p>Cooperation with regional company UNITETI for waste management and KURM for water management.</p>	<p>Insufficient cooperation with municipal authorities (especially in sharing of data).</p>
<p>Some support from the international organizations: EU office Kosovo, GIZ, USAID, Hilfe-Help, UN-Habitat etc.</p>	<p>Need for more support especially in development projects.</p>
Opportunities	Threats
<p>Potential for exchange of experiences/information and for cooperation in the field of spatial planning, housing, tourism, regional development, joint projects etc.</p>	<p>Political differences and election period may affect inter-municipal cooperation (including local/central cooperation).</p>

<sup>2</sup> Ministry of Environment and Spatial Planning, Ministry of Health, Ministry of Labour and Social Welfare, Ministry of Culture, Youth and Sports, Institute of Spatial Planning, Kosovo Cadastral Agency, Ministry of Infrastructure, Ministry of Trade and Industry and Ministry of Finance.

<sup>3</sup> Ministry of Environment and Spatial Planning, Ministry of Health, Ministry of Culture, Youth and Sports.

## **Annex 5.2: Municipal Self-Assessment- Survey findings**

### **MUNICIPALITY OF VUSHTRRI**

#### **Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.

A. DOCUMENTS
<p><b>1. Are there any strategic spatial planning documents drafted?</b></p> <p><u>Reference:</u> Municipal Development Plan (MDP), Urban Development Plan (UDP); Municipal Spatial Plan (MSP), General Urban Plan (GUP).</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please present the title, the period of validity and the drafting authority/ entity: MDP/UDP 2009-2014+, Outsourced to ‘Art design’. MDP 2016-2024+, Outsourced to ‘Intech’, (approved in the municipal assembly without members of the opposition, 10 March 2017). <b>See attached:</b> <u>Register of planning documents.</u> Please present the role and responsibilities of the municipality, if drafting outsourced:</p> <ul style="list-style-type: none"> <li>- Initiated the drafting process of spatial planning documents/administrative procedures;</li> <li>- Drafted ToRs and contracted drafting company (D. of Urbanism in close cooperation with municipal procurement office);</li> <li>- Established dedicated working group and coordinated joint meetings between the consulting company and the municipal staff/working group;</li> <li>- Facilitated municipal data collection;</li> <li>- With support of CHwB (supported by USAID) the Department of Urbanism and Municipal Information Office led the inclusive participatory processes and community outreach (organized public debates with citizens, communities, businesses etc).</li> <li>- Department of Urbanism was responsible for supervision of the drafting process and quality control of draft MDP.</li> </ul> <p>Please present the plan implementation degree, and monitoring extent, if defined:</p> <ul style="list-style-type: none"> <li>- No monitoring instruments available;</li> <li>- No monitoring conducted for plan implementation;</li> <li>- No established monitoring mechanisms within the municipality (the Committee for Spatial Planning-Municipal Assembly exists, but it's not functional).</li> </ul> <p>Please present the plan evaluation outcome, if available:</p> <ul style="list-style-type: none"> <li>- No plan evaluation conducted;</li> <li>- No plan evaluation instruments/methodologies available.</li> </ul> <p><b>If NO,</b> Please elaborate on how you do manage spatial development: n/a.</p>
<p><b>Note:</b></p> <ul style="list-style-type: none"> <li>- Insufficient consultation of MDP/UDP during designing or implementation of projects derived from MDP/UDP. This was confirmed also during the focus group.</li> <li>- Regarding ToRs and tendering process for MDP, the contracting authority was the municipal procurement office.</li> <li>- Supervision and quality control during the drafting process of drafting MDP was done by the Department of Urbanism.</li> </ul>

**2. Are there any operational spatial planning documents drafted?**

Reference:

Urban Regulation Plan (URP);

Detail Urban Plan (DUP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

- Zone 1- 'Qendra e qytetit' 2011-2015+, 'Artdesign' and 'Prima Engineering'.
- Zone 2- 'Ura e Gurit' 2011-2025+, 'Artdesign' and 'Prima Engineering'.
- Zone 2- 'Lumi Terstena' 2011-2025+, 'Artdesign' and 'Prima Engineering'.

**See attached:**

[Register of planning documents.](#)

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Initiated the drafting process of spatial planning documents/administrative procedures;
- Established dedicated working group and coordinated joint meeting between the consulting company and the municipal staff/working group;
- Facilitated municipal data collection;
- Participated in public debates organized by contracted company for drafting URPs.

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation;
- No monitoring instruments available.

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage spatial management- development conditions and construction permits:

**Note:**

For construction permit requests targeting areas not covered by the URP, the construction conditions are interpreted from the MDP/UDP.

**3. Are there any strategic sectoral planning documents drafted?**

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

- Yes
- No

**If YES,**

Please present the title, the period of validity and the drafting authority/entity:

- Strategy for Economic Development 2013-2018 of the Municipality of Vushtrri, drafted by UBT (University for Business and Technology) which was contracted by municipal procurement office.
- 3-year Housing Programme 2015-2018, drafted by municipal staff in close consultation with MESP.

**See attached:**

Register of planning documents.

Please present the role and responsibilities of the municipality, if drafting outsourced:

For strategy:

- Initiated the drafting process of spatial planning documents/administrative procedures;
- Coordinated joint meetings between the consulting company and the municipal staff/working group
- Facilitated municipal data collection;
- Participated in public debates organized by contracted company for drafting this strategy.

For housing programme:

- Initiated the drafting process of sectoral planning documents/administrative procedures;
- Established committee (working group: 7 members, 3F, 4M) for drafting the housing programme. Working group consisted of members of 3 departments: Department of Urbanism and Environment Protection, Department of Health and Social Welfare and Department of Budget and Finance;
- The process was led by the Department of Health and Social Welfare, while the housing programme was drafted by the working group;
- Coordinated consultation meetings between municipal departments, working group and MESP;
- No evidence on public consultation during the drafting process of housing programme.

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation;
- No monitoring instruments available;

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage sectoral development:

**4. Are there any operational sectoral planning documents drafted?**

Reference:

Local Environmental Action Plan (LEAP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

- Local Environmental Action Plan 2014-2019, REC and Municipality of Vushtrri.
- Municipal Energy Efficiency Plan 2014- 2020, Municipality of Vushtrri and GIZ.
- Waste Management Plan 2016- 2020, GIZ and Municipality of Vushtrri.
- Plan for improvement of mobility services 2017-2019, Municipality of Vushtrri and USAID.

**See attached:**

Register of planning documents.

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Most operational/sectoral documents drafted in-house with support of municipal partners/donors;
- Municipal working groups established on ad-hoc basis;

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation;
- No monitoring instruments available, except for waste management plan (it has the action plan, monitoring: half year reports, yearly reports);
- No report/data regarding the implementation degree of the respective documents.

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage sectoral management:

n/a.



## Annex 5.2: Municipal Self-Assessment- Survey findings

### 5. Are there any strategic environmental assessments for spatial planning documents drafted?

Reference:

Strategic Environmental Assessment (SEA).

- Yes
- No

**If YES,**

Please present the title and the drafting authority/ entity:

- SEA for MDP 2016-2025+. Drafted by 'Intech' (consulting company).

**See attached:**

[Register of planning documents.](#)

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Facilitated data collection

Please present the plan implementation degree, and monitoring extent, if defined:

- No plan evaluation instruments/methodologies available.

**If NO,** Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:

-No evidence on public consultation during formulation of SEA for new MDP.

-Regarding projects, no information about who makes environmental analysis (no staff for environmental issues).

- In terms of capital investment projects, usually ad-hoc committees are established which decides whether the project can get environmental consent.

-The environmental consent is prepared by the Legal Office (within the D. of Urbanism and Environment Protection).

Example: For the 'Centre for collection, sorting and packing of recyclable materials', was conducted the Environmental Impact Assessment (EIA). No information who drafted the EIA. This centre was built recently, and it was funded by EU (461.555 EUR).

### 6. Are there any strategic environmental assessments for sectoral planning documents drafted?

- Yes
- No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment- environmental conditions and permits:

n/a.

B. PARTICIPATION AND GENDER
<p><b>7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:</p> <ul style="list-style-type: none"> <li>- In case of new MDP, the participatory process and community outreach was done by the staff of CHwB in close cooperation with municipal staff (mainly D. of Urbanism and Public Information Office);</li> <li>- At the initial phase of the process, CHwB and D. of Urbanism have established the Community Advisory Group, (15 members) and prepared the Plan for Public Participation;</li> <li>- Various tools and techniques were used such as: thematic meetings, workshops, public debates etc. Some of the meeting were moderated by the D. of Urbanism.</li> <li>- Information was done through the Municipal Information Office. Tools: local media, public announcements, official webpage of the municipality, e-mail, telephone etc.</li> <li>- The final report on public participation was drafted by CHwB in cooperation with D. of Urbanism.</li> </ul> <p>Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:</p> <ul style="list-style-type: none"> <li>- Local government;</li> <li>- Local NGO's;</li> <li>- Farmer Associations;</li> <li>- Media;</li> <li>- Citizens;</li> <li>- Businesses.</li> </ul> <p>Please specify the overall number of participants in the process if available:  Based on the CHwB report, 261 citizens (187M/74F) participated in meetings, public debates, workshops etc.  Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:  For each meeting/workshop/public debate there are disaggregated data (m/f) within this report. No focus group specifically with women was held. No data on age, ethnicity and people with special needs.</p> <p><b>If NO,</b>  Please elaborate:  n/a.</p>
<p><b>8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:</p> <ul style="list-style-type: none"> <li>- Working group (mix: male and female members).</li> </ul> <p>Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:</p> <ul style="list-style-type: none"> <li>- Central government (ex. 3-year housing program)</li> <li>- Local government- technical staff (Strategy for Economic Development of M. of Vushtri);</li> <li>- Local NGO's (ex. waste management plan, local environmental action plan, youth action plan, etc);</li> </ul> <p>Please specify the overall number of participants in the process if available:  No data/ reports available.  Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:  No data/ reports available.</p> <p><b>If NO,</b>  Please elaborate:  n/a.</p>

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

Yes

No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

Please specify the overall number of participants in the process if available:

n/a.

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**Note:**

Within SEA report there is no data on public participation process (disaggregated data, participants etc).

**If NO,**

Please elaborate:

n/a.

**C. HUMAN CAPACITIES- TO DRAFT**

**10. What is the capacity to draft strategic spatial planning documents available at the municipal level?**

Reference:

Municipal Development Plan

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

16 officers (DUEP+MPT): 11 male - 5 female (DUEP, DGCP, DEARD, DPS, DBF, DE, DHSW)<sup>4</sup>

Please present the professional background of the capacity available/ engaged in drafting:

In the drafting process of new MDP, the main contributors were staff (2 F and 7 M) of the Department of Urbanism. They prepared legal decisions, facilitated data collection, coordinated work with MESP and managed the public engagement process (with technical support of CHwB). The participation and contribution of other departments in drafting process was low.

Please present the educational background of the capacity available/ engaged in drafting:

DUEP+MPT:

Architecture:	3 male- 2 female
Construction (Hydro):	1 male- 0 female
Machinery engineer:	1 male- 0 female
Mining engineer:	1 male- 0 female
Economics:	2 male- 1 female
Law:	1 male- 2 female
Emergency protection:	1 male- 0 female
Professional school (geodesy):	1 male- 0 female

All: w/1-5-10-15-20-35years of experience.

**Separate data:**

Department of Urbanism and Environment Protection:

Architecture:	3 male- 2 female
Construction (Hydro):	1 male- 0 female
Law:	1 male- 1 female
Emergency protection:	1 male- 0 female
Secondary school (geodesy):	1 male- 0 female

Total: 10 staff (3F+7M) +1 Intern (F);

All: w/2-35 years of experience.

**Note:**

1 F architect/officer for construction permits is on maternity leave.

1 M officer for registration of construction permits soon will be retired (1.5 year)

Municipal Planning Team:

Architecture:	1 male- 0 female
Machinery engineer:	1 male- 0 female
Mining engineer:	1 male- 0 female
Economics:	2 male- 1 female
Law:	0 male- 2 female

Total: 8 members (3F+5M)

w/ 1-30 years experience

<sup>4</sup> Department of Urbanism and Environment Protection (DUEP), Department of Geodesy, Cadastre and Property (DGCP), Department of Economy, Agriculture and Rural Development (DEARD), Department of Public Services (DPS), Department of Budget and Finance (DBF), Department of Education (ED), Department of Health and Social Welfare (DHSW), Municipal Planning Team (MPT).

## Annex 5.2: Municipal Self-Assessment- Survey findings

### Are there any capacity gaps?

#### If YES,

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

16 officers

Training and capacity strengthening in the following areas:

- Spatial planning legal framework;
- Reviewing and drafting strategic spatial planning documents (MDP, Zoning Map);
- Advancing skills on drafting sectoral policies such as: housing, mobility, public space, local economic development incl. rural development, tourism;
- Manage inclusive policy development processes.

Please specify the lacking capacities, and the respective areas:

16 officers:

Training and capacity building in the following areas:

- Formulation of ToRs (for municipal staff; consulting companies);
- Conducting qualitative and quantitative data collection and analysis;
- Use of GIS and CAD software's.

#### Note:

D. of Urbanism and Environment Protection has:

- No Planners, No Environmental Officer, No GIS experts;
- Cases of staff with 2 or more positions (1. Head of Planning Sector and Main Officer for Construction Permits; 2. Head of Legal Office, Manager of Municipal Properties and Responsible person for Environmental Consents);
- Tasks related to geodesy are done by surveyor (professional school of geodesy);
- Some of the staff have undergone some trainings with UN-Habitat;

Immediate: It was said that the Department of Urbanism and Environment Protection needs 2 more additional staff: 2 Planners and 1 Environment Officer.

**11. What is the capacity to draft operational spatial planning documents available at the municipal level?**

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

16 officers: 11 male – 5 female (DUEP, DGCP, DEARD, DPS, DBF, DE, DHSW)<sup>5</sup>

Please present the professional background of the capacity available/ engaged in drafting:

No direct involvement of staff, because the DRP were drafted by consulting companies. Zoning map will be drafted soon (by consulting company). ToRs for zoning map not drafted yet. Usually ToRs are prepared by the respective municipal department and Municipal Procurement Office, similar to the case of ToRs for the Strategy for Local Economic Development 2013-2018 for the Municipality of Vushtrri.

Please present the educational background of the capacity available/ engaged in drafting:

DUEP+MPT:

Architecture:	3 male- 2 female
Construction (Hydro):	1 male- 0 female
Machinery engineer:	1 male- 0 female
Mining engineer:	1 male- 0 female
Economics:	2 male- 1 female
Law:	1 male- 2 female
Emergency protection:	1 male- 0 female
Professional school (geodesy):	1 male- 0 female

All: w/1-5-10-15-20-35 years of experience.

**Note/s:**

These data are based on existing capacities within D. of Urbanism and Municipal Planning Team (members). It is evident that the D. Urbanism has insufficient number of staff, while MPT should be strengthened/maybe add more members.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

All: 16 officers

Training and capacity strengthening in the following areas:

- Drafting sectoral action plans, capital projects and service delivery activities in line with spatial plans and other sectoral policies;
- Translation of objectives of spatial planning documents into working plans (for each sector);
- Use of latest technology in spatial data collection;

Please specify the lacking capacities, and the respective areas:

Training and capacity building in the following areas:

- Establishing the municipal/integrated spatial database;
- Conducting qualitative and quantitative data collection and analysis;
- Drafting/implementing MDP/zoning map and other sectoral/operational planning documents;
- Information on various planning instruments and how to use them;
- Building fundraising skills (communication, ability to research, plan, devise strategies etc);
- Building/strengthening capacities for formulation of project proposals for public investments etc.

<sup>5</sup> Ibid.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

Reference:

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

0 officers: 0 male- 0 female (DUEP)

Please present the professional background of the capacity available/ engaged in drafting:

- n/a

Please present the educational background of the capacity available/ engaged in drafting:

- n/a

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Need to hire 1-2 officers for:

- Environmental development and management related areas;

Please specify the lacking capacities, and the respective areas:

- Overview on SEA/EIA legislation;

- Methodology for drafting SEA/EIA;

- Integration of SEA/EIA findings into planning documents and decision-making process.

**D. HUMAN CAPACITIES- TO MANAGE PROCESSES**

**13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

16 officers: 11 male- 5 female (DUEP, DGCP, DEARD, DPS, DBF, DE, DHSW)<sup>6</sup>

Please present the professional background of the capacity available/ engaged in such processes:

Some staff was engaged in administrative tasks, working group, public debates, but no specific figures on this (4M, 1F from the D. of Urbanism).

Please present the educational background of the capacity available/ engaged in such processes:

DUEP+MPT:

Architecture:	3 male- 2 female
Construction (Hydro):	1 male- 0 female
Machinery engineer:	1 male- 0 female
Mining engineer:	1 male- 0 female
Economics:	2 male- 1 female
Law:	1 male- 2 female
Emergency protection:	1 male- 0 female
Professional school (geodesy):	1 male- 0 female

All: w/1-5-10-15-20-35years of experience.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

16 officers:

- Managing and monitoring plan implementation- integrated and sectoral;
- Plan evaluation and impact assessment tools and techniques;
- Establishing monitoring indicators/ tools/ mechanism- institutional and technical – for all local policies;
- Reporting plan implementation degree vis-à-vis set of spatial, economic and social development indicators.

Please specify the lacking capacities, and the respective areas:

- Building M&E system (for planning documents)
- Managing and updating municipal/integrated spatial database.

<sup>6</sup> Ibid.



**14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

16 officers: 11 male- 5 female (DPU, DGCP, DEARD, DPS, DPR, DE, DHSW)<sup>7</sup>

Please present the professional background of the capacity available/ engaged in such processes:

No data available;

Please present the educational background of the capacity available/ engaged in such processes:

DUEP+MPT:

Architecture: 3 male- 2 female

Construction (Hydro): 1 male- 0 female

Machinery engineer: 1 male- 0 female

Mining engineer: 1 male- 0 female

Economics: 2 male- 1 female

Law: 1 male- 2 female

Emergency protection: 1 male- 0 female

Professional school (geodesy): 1 male- 0 female

All: w/1-5-10-15-20-35years of experience.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

16 officers

- Managing and monitoring plan implementation- integrated and sectoral;
- Plan evaluation and impact assessment tools and techniques;
- Establishing monitoring indicators/ tools/ mechanism- institutional and technical – for all local policies;
- Reporting plan implementation degree vis-à-vis set of spatial, economic and social development indicators;
- Managing and updating municipal/integrated spatial database.

Please specify the lacking capacities, and the respective areas:

n/a.

**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

0 officers: 0 male- 0 female (DUEP)

Please present the professional background of the capacity available/ engaged in such processes:

No information available;

Please present the educational background of the capacity available/ engaged in such processes:

No information available;

**Note/s:**

Actually there is no staff for SEA/EIA.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

n/a.

Please specify the lacking capacities, and the respective areas:

n/a.

<sup>7</sup> Ibid.

E. DATA AND INFORMATION
<p><b>16. Has the municipality ever conducted qualitative and quantitative data and information research?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the process/es and the purposes:  -Limited experience in conducting qualitative and quantitative data and information research  -Support (mainly facilitation of data collection) in the process of formulating strategic/ operational planning documents (MDP, Waste Management Plan etc).  -Some municipal staff (2) participated also in drafting of Waste Management Plan (drafted by GIZ).  -3-year housing programme was drafted in-house with support of MESP, but the quality is poor due to the lack of quality control mechanism (disaggregated data based on gender only for unemployment figures).  -No disaggregated data based on gender in new MDP, Waste Management Plan etc.  -No disaggregated data based on gender in the Strategy for Local Economic Development 2013-2018 (except the number of people that were part of the working groups: UBT (18 total: 15M, 3F), Municipal Working Group (26 total: 24M, 2F), Businesses (6M) and Farmers (9M).  -Department of Education has its database SMIJA (which has disaggregated data based on gender, number of pupils, teachers etc) but it is managed by MEST.</p>
<p><b>17. Has the municipality ever conducted digital data geo-referencing?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other:  n/a.</p> <p><b>If NO,</b>  Please elaborate:  The Department of Geodesy, Cadastre and Property (2-3 staff) uses GIS, GEO-Media and KICILIS (supported by the Kosovo Cadastral Agency), but they still don't have consolidated cadastre database. Some registers of cadastral units are in Excel format. Geo-referencing for MDP/UDP/Regulatory plans was done by consulting companies.</p>
<p><b>18. Has the municipality ever established a consolidated data and information system?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES</b>  Please specify the data and information available:  n/a.</p> <p><b>If YES,</b>  Please specify the software, e.g. GIS system, Geo-Media system, Other:  n/a.</p> <p><b>If NO,</b>  Please elaborate:  Due to the lack of human and technical capacities (including financial) there is no municipal database. They (D. of Urbanism) are hoping that when entering in the new municipal building to get adequate space and hopefully find donors that can support D. of Urbanism to by adequate software and technical equipments (computers, printers etc). They are aware that they need to hire also 1-2 GIS experts (or to train existing staff) to develop and manage this database.</p> <p><b>Note/s:</b>  All project documents (including development conditions and construction permits) are kept in archive (which is not at the same building with Department of Urbanism and Environment Protection). Recently, the new cases (requests, development conditions and construction permits) are registered in an Excel database by the staff of Department of Urbanism (including Legal Office).</p>

**19. Is there a continuous data and information system update?**

Yes (on ad-hoc basis)

No

**If YES,**

Please specify the update frequency:

There is no systematic and comprehensive way of updating data in relation to spatial planning documents or other sectorial data. It depends on department, some have more organized data and some other not.

In terms of work progress reporting, e.g. staff of the Department of Urbanism reports on weekly basis.

**If NO,**

What are the sources of data and information used by the municipality:

The main sources of information are: all respective ministries, agencies (Kosovo Environmental Agency, Kosovo Cadastral Agency, Regional Institute for Protection of Monuments), utility providers (KEDS, UNITETI, KRU) etc.

**20. Is there a department responsible to manage and maintain data and information system?**

Yes

No

**If YES,**

Please specify the department:

n/a.

**If NO,**

Please elaborate:

Each municipal department has own sectoral data (Word and Excel).

**F. LEGISLATIVE FRAMEWORK**

**21. Is the municipality informed on the spatial planning and development management legislative framework?**

Reference:

Law on Spatial Planning and related Administrative Instructions (AIs).

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

**22. Is the municipality informed on construction management legislative framework?**

Reference:

Law on construction and related AIs; Law on treatment of building without permit and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**If NO,**

Please elaborate:

**Note:**

It was said that existing staff has some general knowledge for existing legislation, but they should advance (through trainings) for the development conditions/construction management.

**23. Is the municipality informed on the sectoral planning and development management legislative framework?**

Reference:

Law on agricultural land and related AIs; Law on road infrastructure and related AIs;  
Law on economic zones and related AIs; Other.

- Yes
- No

**If YES,**

Please specify the level of understanding:

- Good
- Sufficient

**If NO,**

Please elaborate:

**24. Is the municipality informed on the environmental planning and management legislative framework?**

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;  
Law on Environmental Impact Assessment and related AIs.

- Yes
- No

**If YES,**

Please specify the level of understanding:

- Good (basic)
- Sufficient

**If NO,**

Please elaborate:

**Note/s:**

Usually SEA/EIA is conducted by outsourced consultancies. Limited engagement (only informative) of municipal staff in drafting process of these documents.

G. FUNDING
<p><b>25. Is there any budget allocated for developing strategic/ operational spatial planning documents and processes (incl. public engagement)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>                      Please specify the amount (current and following year):                      -For new MDP: 40.000 EUR were planned, but only 14.000 EUR were spent (for 'Intech'-consulting company that drafted MDP).                      -For Public Engagement: expenses were covered by USAID through CHwB (no data on the amount).                      -For Zoning Map: 40.000 EUR are planned.</p> <p><b>If NO,</b>                      Please elaborate:</p>
<p><b>26. Is there any budget allocated for developing strategic/ operational sectoral planning documents and processes (incl. public engagement)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>                      Please specify the amount (current and following year):                      -Some activities related to the development of strategic/operational planning documents and processes (inc public engagement) are supported but no data are available.</p> <p><b>Note:</b>                      Some funds are allocated for implementation of operational sectoral planning documents, such as:                      -For implementation of the Plan for improvement of mobility services, the amount allocated for 2017 is 25.000 EUR.                      -For improvement of mobility for disabled people, the amount allocated for 2018 is 30.000 EUR.</p> <p><b>If NO,</b>                      Please elaborate:</p>
<p><b>27. Is there any budget allocated for developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>                      Please specify the amount (current and following year):                      -SEA for MDP 2016-2024: 3.000 EUR (2016). SEA was drafted by consulting company (Intech).                      -No information if any other SEA was drafted/implemented with support of municipal budget/or donor funds.</p> <p><b>If NO,</b>                      Please elaborate:</p>

H. COOPERATION AND COORDINATION
Local level- neighbouring municipalities
<p><b>28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:  There is no specific mechanism for institutional coordination/cooperation. Everything takes place on ad-hoc basis. Some cooperation has been identified in the areas of: joint road infrastructure projects, water and sewage system, waste management, exchange of information/experiences when drafting sectoral planning documents (with Municipality of Prizren for Waste Management Plan), exchange of information on cadastre and property issues/experiences (with Municipality of Podujevo, South Mitrovica, Obiliq etc).</p> <p>-Some consultations are taking place regarding the improvement of river basin between Vushtrri, Obiliq and South Mitrovica (public investment, 500.000 EUR).  -There is MoU between M. of Vushtrri and M. of Skenderaj (respective Departments of Public Services) for joint market inspection (illegal sellers on the road).  -Some consultations took place with M. of Prizren when M. of Vushtrri drafted 'Waste management plan'.  -Inter-municipal cooperation regarding the Sewage system between Obiliq and Vushtrri (request by citizens).</p> <p><b>If NO,</b>  Please specify the key issues preventing coordination/ cooperation:  n/a.</p>
<p><b>29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s (plus numbering), the authority/ies and the outcome so far:  Sewage network:  - Municipalities of Vushtrri and Obiliq (co-financing);  Recycling of grey waters:  - Municipality of Vushtrri, Skenderaj, Mitrovica (ongoing discussion with Ministry of Finance, Ministry of Environment and Spatial Planning);  Infrastructure (construction of roads):  - Municipalities of Vushtrri, South Mitrovica and Obiliq (partnership);  - Municipality of Vushtrri, Obiliq, Podujeve and Mitrovica (idea submitted to the Ministry of Infrastructure);  Tourism development:  - Municipality of Prishtina, Mitrovica and Vushtrri (Shala region);  - Construction of road (27 km)-initial phase of discussions.</p> <p><b>If NO,</b>  Please specify the key issues preventing such a financial and operational partnership:  n/a.</p>

**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

- Yes  
 No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities;
- Service delivery- healthcare; education; social protection; culture, youth and sports; public transportation; economic development, heating system and sectoral and integrated planning and management.

**If NO,**

Please specify the reasoning:

n/a.

**Central level- central and regional service/ utility providers**

**31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?**

- Yes  
 No

**If YES,**

Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:

Public enterprises- Central level:

Power distribution- network development, management and maintenance:

- Public enterprise KEK, Prishtine- Branch office in Vushtrri;

Telecommunications- fixed, mobile and internet services- network development, management and maintenance:

- Public enterprise 'PTK-Vala', Prishtine- Branch office in Vushtrri;

Shipping and mailing services:

- Public Enterprise 'PTK', Prishtine- Branch office in Vushtrri;

Public enterprises- Regional/Local level:

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'KRU', Mitrovice- Branch office in Vushtrri;
- Public Enterprise 'UNITETI', Mitrovice-Branch Office in Vushtrri.

**Note/s:**

Refer to Stakeholder Mapping Matrix for details.

**See attached:**

Register of stakeholders.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:



**Central level- ministries and specialized agencies**

**32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?**

Yes

No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a dialogue:

Municipality of Vushtrri (respective departments) has some coordination and cooperation activities with relevant ministries and agencies (e.g. Ministry of Finance, Ministry of Environment and Spatial Planning, Ministry of Infrastructure, Ministry of Trade and Industry, Kosovo Environment Protection Agency, Ministry of Local Governance Administration, Kosovo Cadastral Agency etc) in the field of transport, culture, education, infrastructure, health, spatial planning, environment, budget planning and investments etc.

**Note:**

Some discussion regarding central heating system for Vushtrri (preliminary idea). In search of potential donors to support this project.

**If NO,**

Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:

**33. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies (plus number of municipal and central officials involved<sup>8</sup>) and the outcome of such a coordination/ cooperation:

Municipality of Vushtrri has cooperation with all respective ministries/agencies: MF, MESP, MLGA, MPA, KCA, KEPA, ISP, MLSW, MH, MESTand MCYS<sup>9</sup>. In terms of a sustainable coordination, nothing has been identified so far.

Recycling of grey waters :

- Municipality of Vushtrri, Skenderaj, Mitrovica (ongoing discussion with Ministry of Finance, Ministry of Environment and Spatial Planning);

Infrastructure (construction of roads):

- Municipality of Vushtrri, Obiliq, Podujeve and Mitrovica (idea submitted to the Ministry of Infrastructure)
- M. of Vushtrri and Ministry of Infrastructure (construction of 2 roundabouts);
- Construction of Road M2/entering point of the city of Vushtrri (with Ministry of Infrastructure);
- Municipality of Vushtrri, Obiliq, Podujeve and Mitrovica (idea submitted to the Ministry of Infrastructure);

Culture (construction of cultural centre 'Hasan Prishtina'):

- Municipalities of Vushtrri and Ministry of Culture, Youth and Sports (financing);

Youth (construction of Youth Center in Vushtrri):

- M. of Vushtrri and Ministry of Culture, Youth and Sports (financing);

Sport (construction of Sport Hall in Samadrexhe):

- M. of Vushtrri and Ministry of Culture, Youth and Sports (financing);

Water management:

- Drinking water processing factory in village Balince (supported by the Ministry of Economic Development);

Education (construction of kindergarten):

- M. of Vushtrri with support of Ministry of Education, Science and Technology.

**Note:**

A lot of investment has been done also in health, agriculture and water system. According to one article, M. of Vushtrri is champion municipality in public investments for 2016. More than 17 million have been invested in various capital investment projects (health: 8.204.727 Euro, agriculture: 3.538.291 Euro and water system: 1.842.200 Euro).<sup>10</sup> In addition, some of the municipal staff stated that a significant number of projects have been implemented in the field of education (most of the projects that were foreseen in the Strategy for Local Economic Development 2013-2018 of the M. of Vushtrri)<sup>11</sup>.

Regarding implemented capital investment projects (CIPs) in 2016, please see: [Register of Capital Projects](#)

**Cooperation with International organizations:**

- EU Office in Kosovo: supported Waste Recycling Collection, Separation and Packaging Facility in Vushtrri; Construction of new building/municipal premises for the M. of Vushtrri etc.
- GIZ-supported technically and financially the drafting of 'Plan for improvement of mobility services; drafting of 'Waste management plan' etc.
- USAID (through CHwB)-supported public engagement activities,
- World Bank-supported financially/technically the 'distribution of sewage network in villages (Shkabaj etc)'.

**If NO,**

Please specify the key issues preventing coordination/ cooperation; please specify the lacking capacities, and the respective areas:

<sup>8</sup>This aspect should be cross-checked with relevant departments in MESP and MLGA notably.

<sup>9</sup> Ministry of Finance, Ministry of Environment and Spatial Planning, Ministry of Local Government Administration, Ministry of Public Administration, Kosovo Cadastral Agency, Kosovo Environment Protection Agency, Institute of Spatial Planning, Ministry of Labour and Social Welfare, Ministry of Health, Ministry of Education, Science and Technology, Ministry of Culture, Youth and Sports.

<sup>10</sup> <http://telegرافي.com/vushtrria-kampione-investime/>

<sup>11</sup> <https://kk.rks-gov.net/vushtrri/Dokumente/Strategjia-e-Zhvillimit-Ekonomik-e-Komunes-se-Vush.aspx>

**34. How do you assess current local-central policy dialogue, development, coordination of planning functions?**

- Excellent
- Good
- Fair
- Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

- MESP should be more efficient. Often their response is prolonged. Their professional support should be given on reasonable time.
- Regional public enterprises have many problems because of mismanagement (old staff, irregularities, debts etc). The best way is to pass those services to local authorities (suggestion by some of the interviewees).
- Some Ministries are too much politicised (when it comes to cooperation with municipalities). In this regard, cooperation between local and central level should improve (in terms of quality) in order to overcome political differences.
- All ministries should be more efficient/and clearer when it comes to issues/regulations that affects municipalities.

**Self Assessment Questionnaire Respondents:**

1. Sami Istrefi, Director of Urbanism and Environment Protection
2. Bedri Dobra, Director of Geodesy, Cadastre and Property
3. Gani Imeri, Director of Public Services
4. Ilirjana Azemi, Head of Legal Office/Urbanism
5. Ardi Ukshini, Urbanism Officer
6. Ajet Gerxhaliu, Geodesy Officer
7. Mexhit Perquku, Head of Sector for Economic Development
8. Islam Latifi, Head of Traffic sector
9. Fitore Hyseni, Legal Officer/D. of Health and Social Welfare
10. Liridon Hajdini, Youth Officer/D. of Culture, Youth and Sports
11. Agim Miftari, Education Officer

Vushtrri, December 2016-January 2017

**Focus Group:**

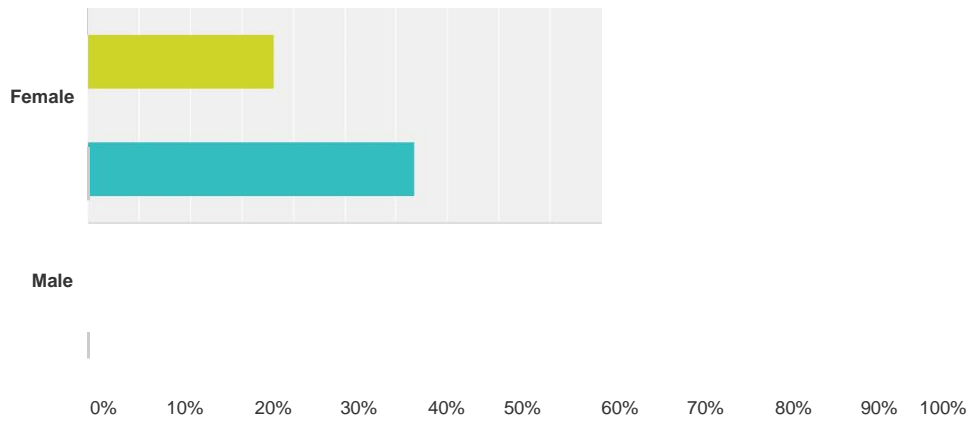
1. Ramiz Maliqi, Head of Planning sector
2. Ahmet Shuku, Head of Urbanism sector
3. Ilirjana Azemi, Head of Legal Office/D.of Urbanism
4. Ardi Ukshini, Urbanism Officer
5. Merita Rama-Mulaku- Budget Officer
6. Remzije Zekolli, Gender Officer
7. Agim Miftari, Education Officer
8. Mexhit Perquku, Head of Sector for Economic Development
9. Arben Mlinaku, Planning Officer/D. of Public Services
10. Isa Latifi, Surveyor/D. of Urbanism

Vushtrri, March 2017

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q1 What is your gender?**

Answered: 11 Skipped: 0

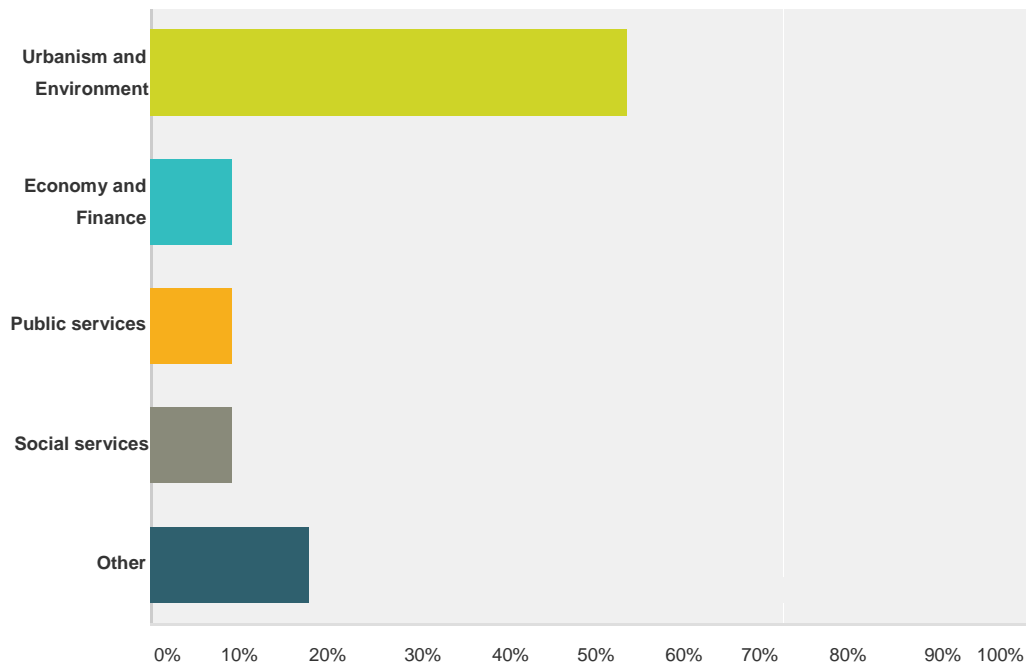


Answer Choices	Responses
Female	36.36% 4
Male	63.64% 7
<b>Total</b>	<b>11</b>

Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q2 What is your Department/Unit?

Answered: 11 Skipped: 0

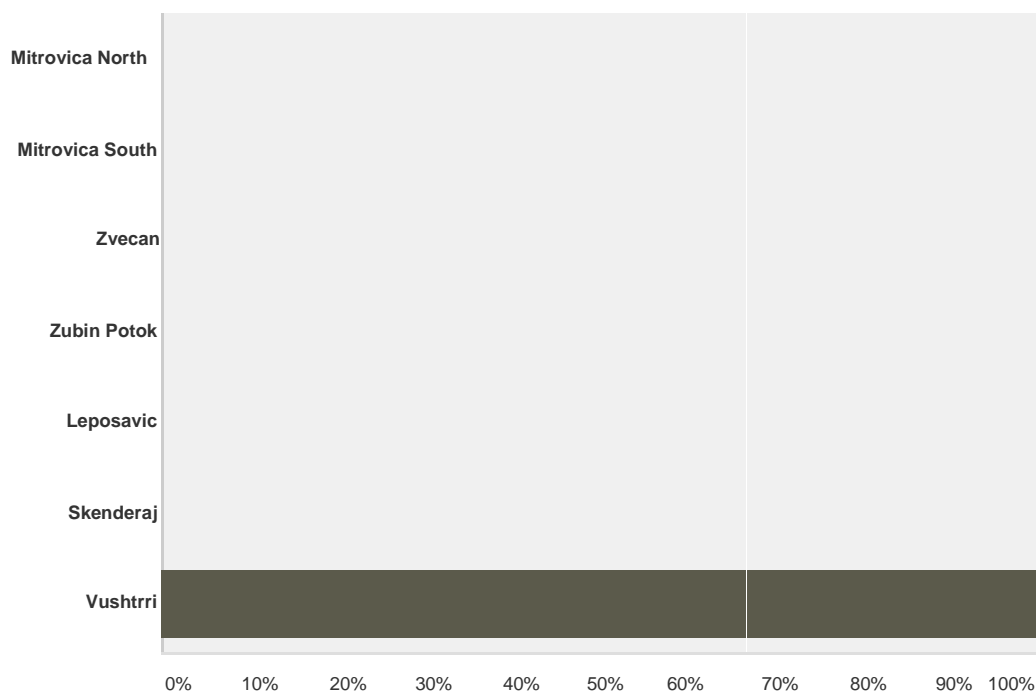


Answer Choices	Responses	Count
Urbanism and Environment	54.55%	6
Economy and Finance	9.09%	1
Public services	9.09%	1
Social services	9.09%	1
Other	18.18%	2
<b>Total Respondents: 11</b>		

Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

**Q3 Please select your Municipality:**

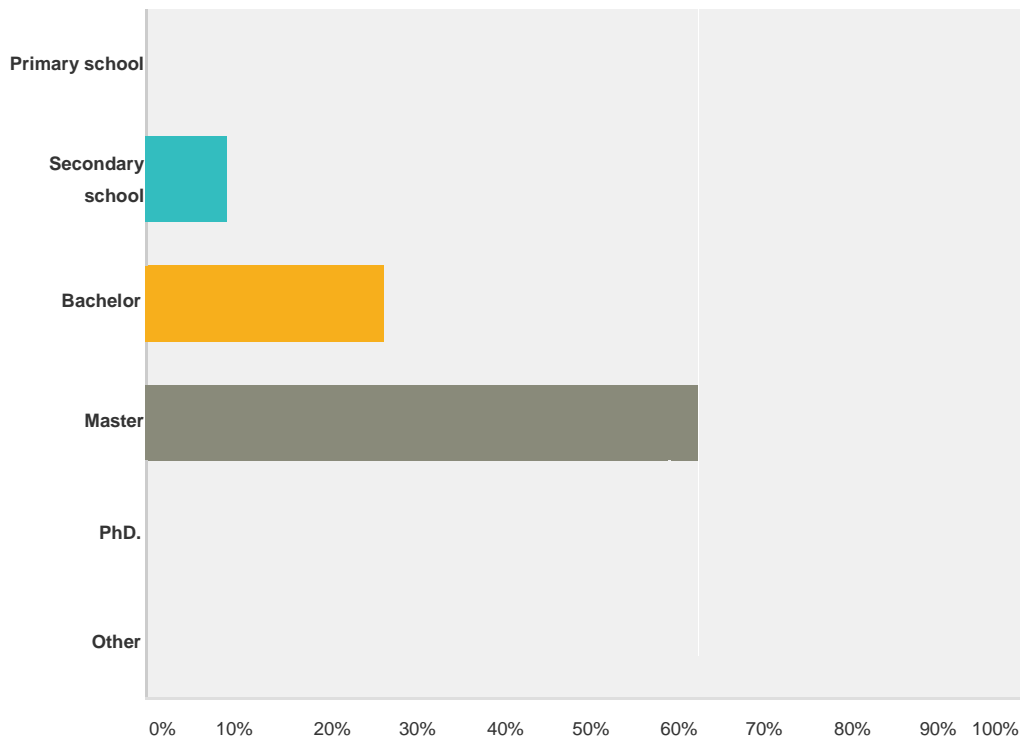
Answered: 11 Skipped: 0



Answer Choices	Responses	
Mitrovica North	0.00%	0
Mitrovica South	0.00%	0
Zvecan	0.00%	0
Zubin Potok	0.00%	0
Leposavic	0.00%	0
Skenderaj	0.00%	0
Vushtri	100.00%	11
<b>Total</b>		<b>11</b>

**Q4 What is your highest level of formal education obtained:**

Answered: 11 Skipped: 0



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	9.09%	1
Bachelor	27.27%	3
Master	63.64%	7
PhD.	0.00%	0
Other	0.00%	0
<b>Total</b>		<b>11</b>

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**



## Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

### Q5 What is your main field of study?

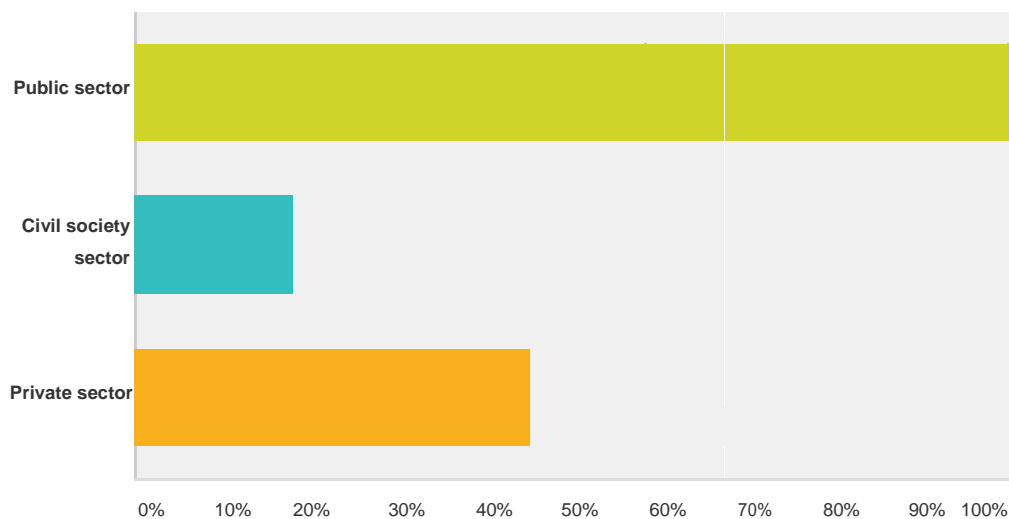
Answered: 11 Skipped: 0

#	Responses	Date
1	<b>Economy</b> Xehetari dhe Ekonomi	3/28/2017 11:29 PM
2	<b>LAW</b> Juridik	3/27/2017 8:25 PM
3	<b>LAW</b> Fakulteti Juridik	3/27/2017 3:24 PM
4	<b>Architecture</b> Shkencat Teknike te Arkitektures	3/27/2017 2:55 PM
5	<b>Mechanical engineering</b> Maqineri	3/27/2017 2:45 PM
6	<b>Economy</b> Menagjment dhe Ekonomiks	3/27/2017 2:01 PM
7	<b>Architecture</b> Arkitekture	3/27/2017 11:29 AM
8	<b>Architecture</b> Arkitekture	3/27/2017 10:57 AM
9	<b>Geodesy</b> Shkolla e mesme e Gjeodezisë	3/27/2017 10:18 AM
10	<b>Economy</b> Ekonomisë	3/27/2017 8:43 AM
11	<b>Spatial Planning</b> Arkitektur dhe Planifikim Hapsinor	3/24/2017 9:59 AM

Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

**Q6 Please select sectors of your professional experience.**

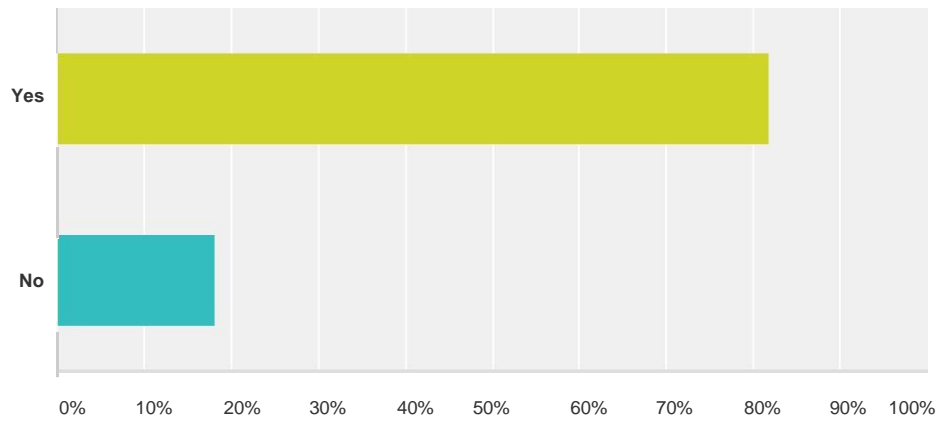
Answered: 11 Skipped: 0



Answer Choices	Responses	
Public sector	100.00%	11
Civil society sector	18.18%	2
Private sector	45.45%	5
<b>Total Respondents: 11</b>		

**Q7 Have you ever been involved in any activity related to planning processes?**

Answered: 11 Skipped: 0

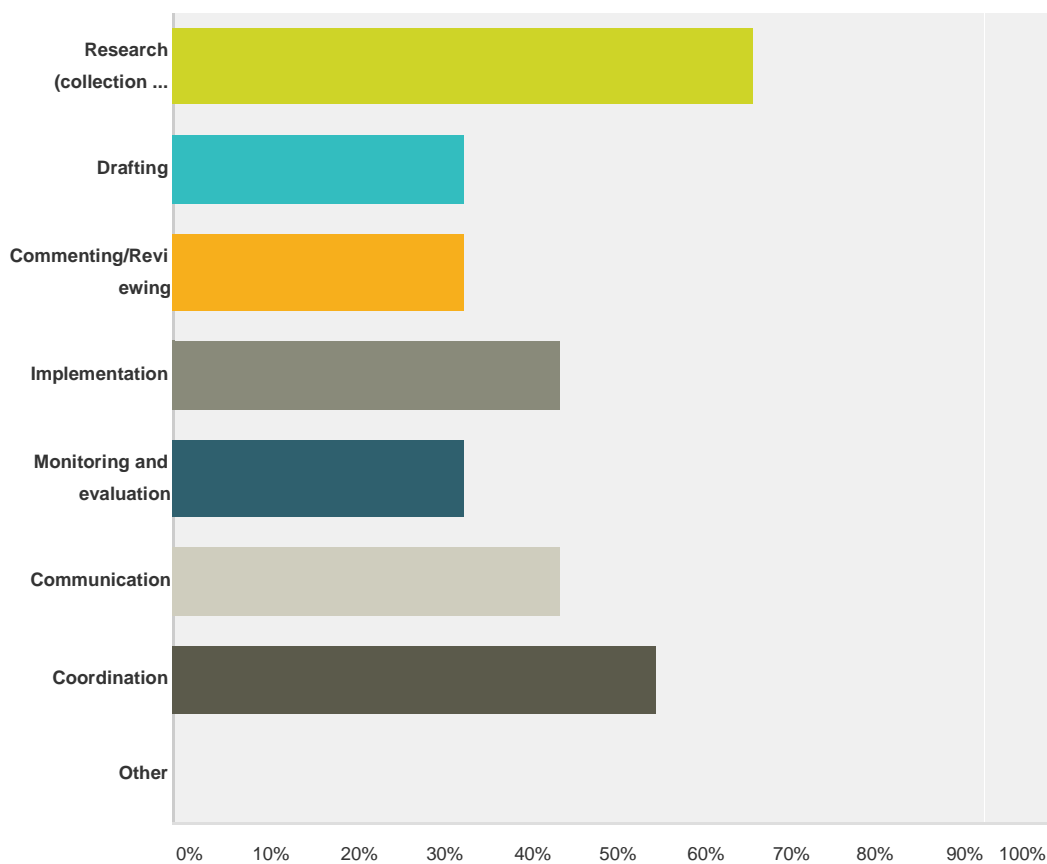


Answer Choices	Responses	
Yes	81.82%	9
No	18.18%	2
<b>Total</b>		<b>11</b>

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q8 If yes, please select applicable options:**

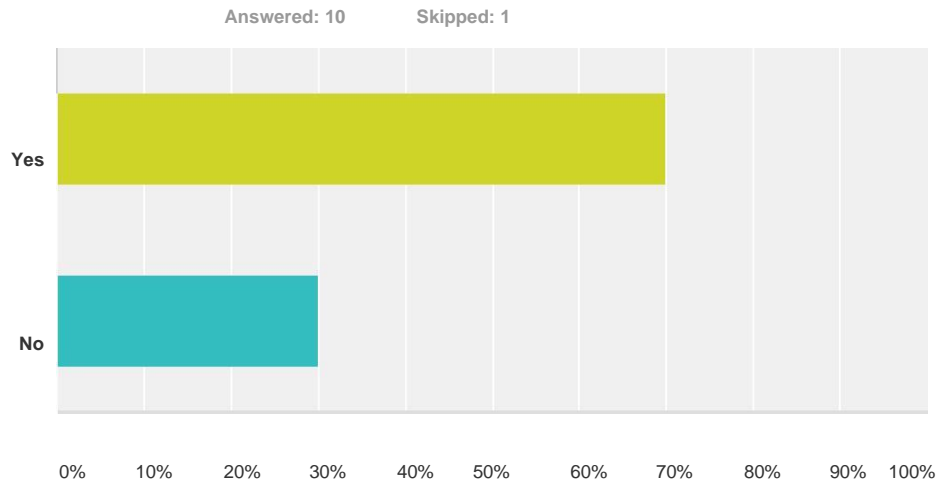
Answered: 9 Skipped: 2



Answer Choices	Responses
Research (collection and analysis of data)	66.67% 6
Drafting	33.33% 3
Commenting/Reviewing	33.33% 3
Implementation	44.44% 4
Monitoring and evaluation	33.33% 3
Communication	44.44% 4
Coordination	55.56% 5
Other	0.00% 0
<b>Total Respondents: 9</b>	

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

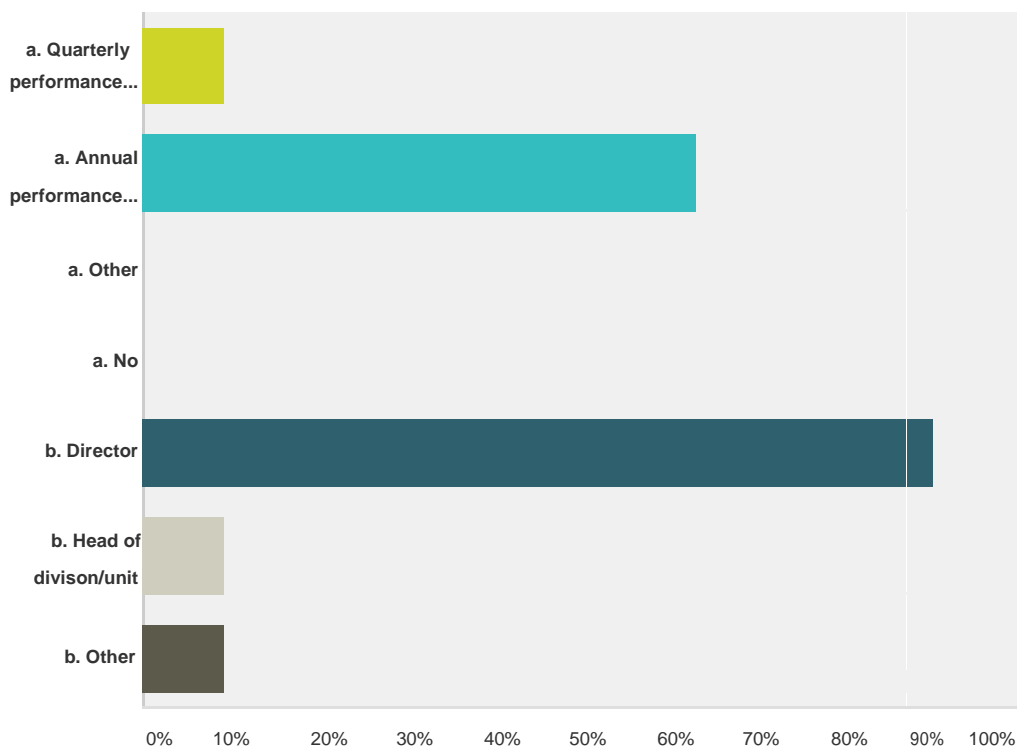
**Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?**



Answer Choices	Responses	
Yes	70.00%	7
No	30.00%	3
<b>Total</b>		<b>10</b>

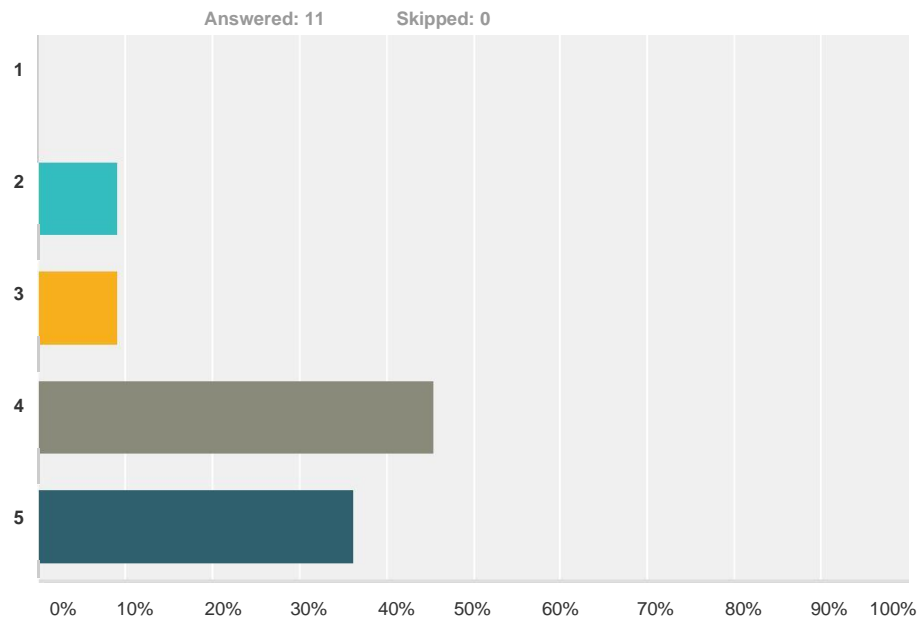
**Q10 How and by whom is your job performance evaluated?**  
**Please select one option under a. and if applicable select one under b.**

Answered: 11 Skipped: 0



Answer Choices	Responses
a. Quarterly performance assessment	9.09% 1
a. Annual performance assessment	63.64% 7
a. Other	0.00% 0
a. No	0.00% 0
b. Director	90.91% 10
b. Head of divison/unit	9.09% 1
b. Other	9.09% 1
<b>Total Respondents: 11</b>	

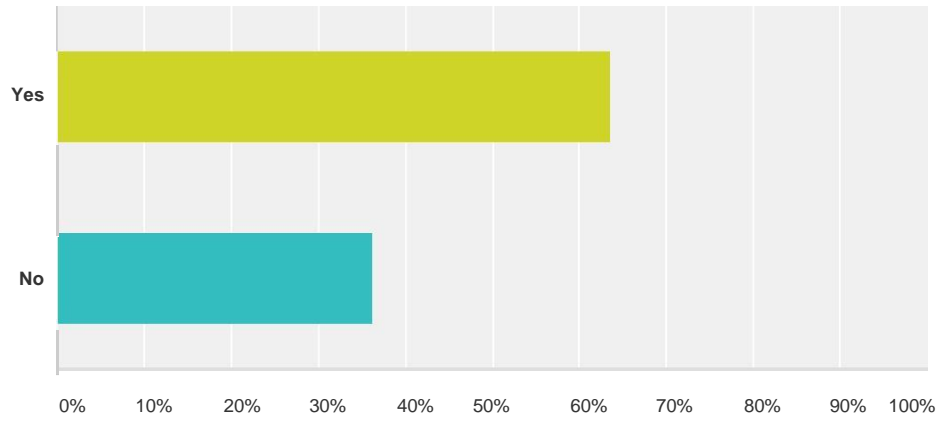
**Q11 What is your level of satisfaction with the current methods of performance evaluation?  
(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**



Answer Choices	Responses	
1	0.00%	0
2	9.09%	1
3	9.09%	1
4	45.45%	5
5	36.36%	4
<b>Total</b>		<b>11</b>

**Q12 Is there any incentive for employees  
(e.g. access to training facilities, opportunity to share experiences, study visits, change of job position etc)?**

Answered: 11 Skipped: 0



Answer Choices	Responses
Yes	63.64% 7
No	36.36% 4
<b>Total</b>	<b>11</b>



**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q13 Please enter number of years in your current post:**

Answered: 11 Skipped:0

#	Responses	Date
1	0-5 5 year	3/28/2017 11:29 PM
2	0-5 9 month	3/27/2017 8:25 PM
3	6-10 7 year	3/27/2017 3:24 PM
4	0-5 2.5	3/27/2017 2:55 PM
5	6-10 10	3/27/2017 2:45 PM
6	11-15 10.9 years	3/27/2017 2:01 PM
7	0-5 5 year	3/27/2017 11:29 AM
8	11-15 15years	3/27/2017 10:57 AM
9	more than 16 17year	3/27/2017 10:18 AM
10	6-10 7 year	3/27/2017 8:43 AM
11	0-5 2 month	3/24/2017 9:59 AM

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q14 Please enter number of staff you are supervising:**

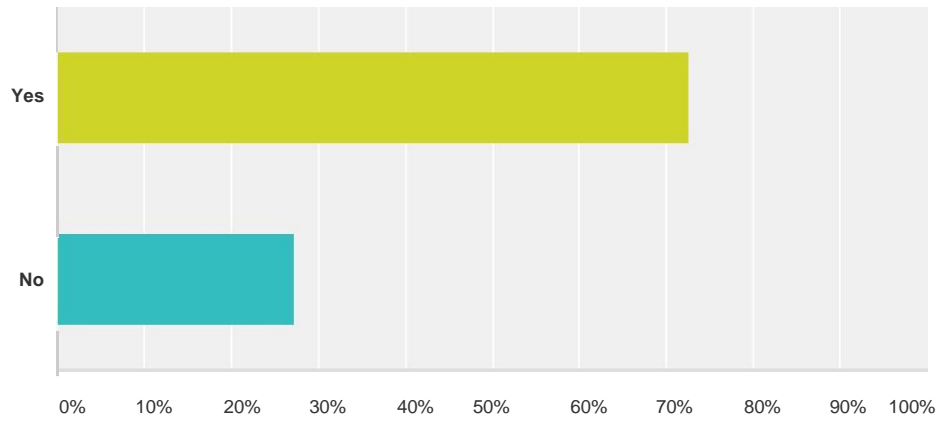
#	Responses	Date
1	All employees reports to Director.	3/28/2017 11:29 PM
2	0 0	3/27/2017 8:25 PM
3	0 I don't have	3/27/2017 3:24 PM
4	0 0	3/27/2017 2:55 PM
5	0 I don't have	3/27/2017 2:45 PM
6	0 //	3/27/2017 2:01 PM
7	1-5 3	3/27/2017 11:29 AM
8	1-5 4	3/27/2017 10:57 AM
9	0 I don't have	3/27/2017 10:18 AM
10	0 /	3/24/2017 9:59 AM

Answered: 10 Skipped: 1

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q15 During your job carrier within municipality, did you have any professional training?**

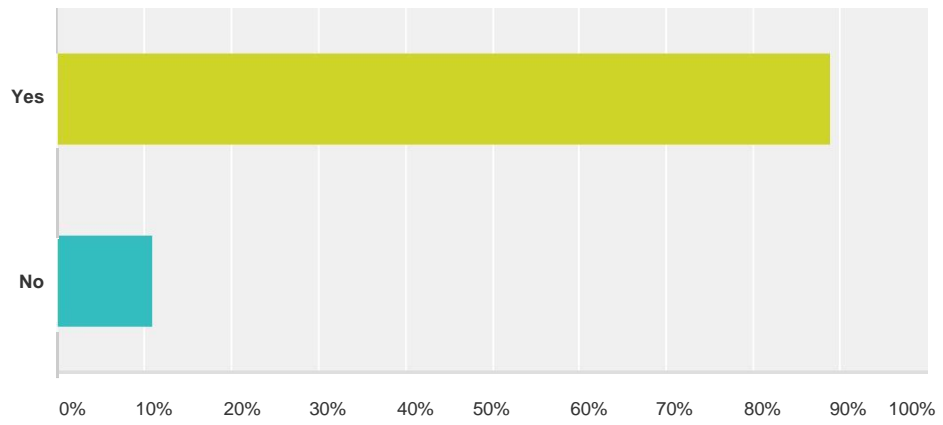
Answered: 11 Skipped: 0



Answer Choices	Responses	
Yes	72.73%	8
No	27.27%	3
<b>Total</b>		<b>11</b>

**Q16 Did you change your working practice after completion of the professional training?**

Answered: 9 Skipped: 2



Answer Choices	Responses	
Yes	88.89%	8
No	11.11%	1
<b>Total</b>		<b>9</b>

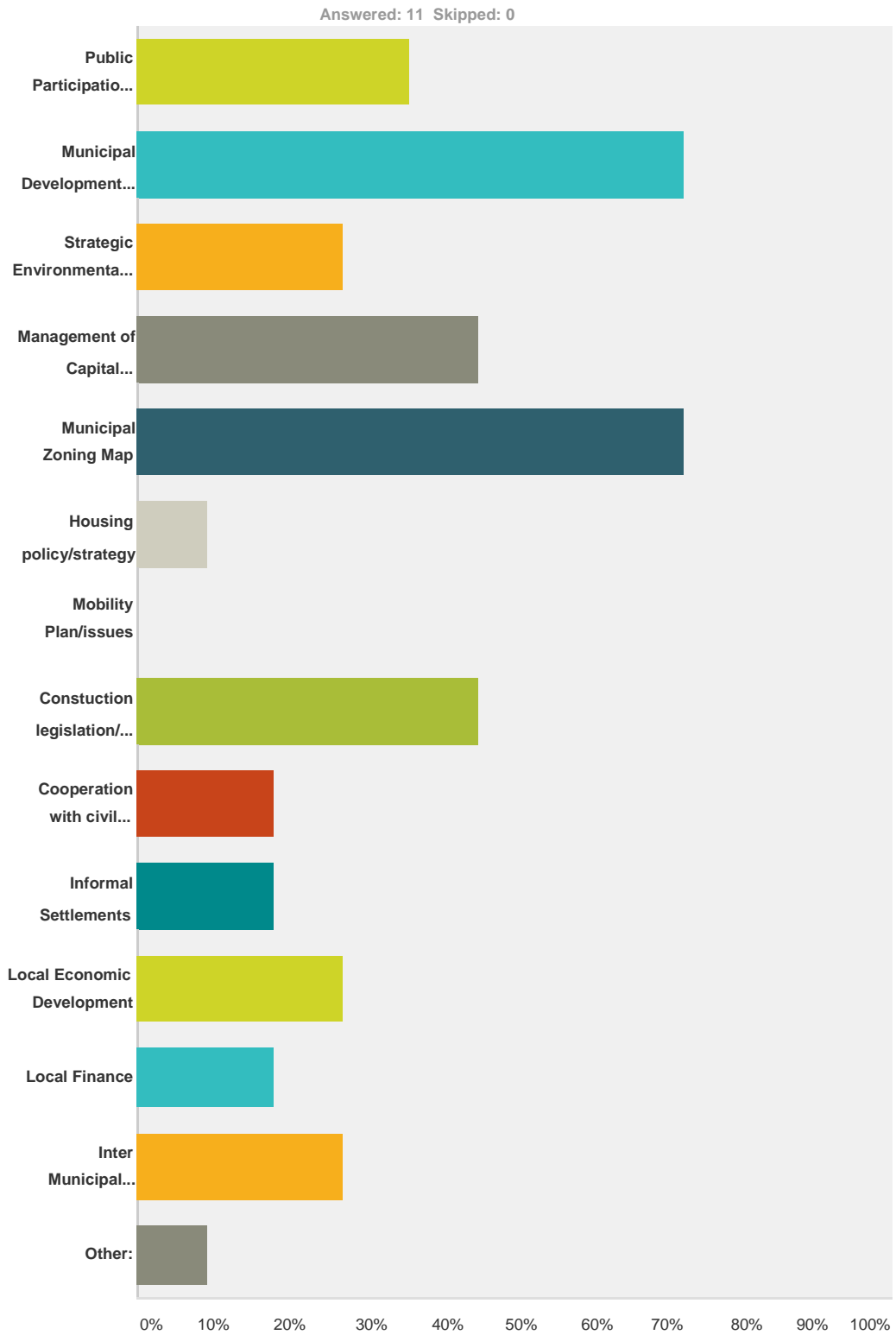
### Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

#### Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?

Answered: 10 Skipped: 1

#	Responses	Date
1	Statistics -Development of Professional Education, especially practical work for students within various enterprises.	3/28/2017 11:29 PM
2	All what is linked with legal framework and legal tasks.	3/27/2017 8:25 PM
3	Trainings related to planning issues.	3/27/2017 3:24 PM
4	Trainings for drafting planning documents at all levels.	3/27/2017 2:55 PM
5	Trainings related to our daily tasks.	3/27/2017 2:45 PM
6	There is a need for various trainings and study visits.	3/27/2017 2:01 PM
7	Trainings related to planning and construction.	3/27/2017 11:29 AM
8	Trainings related to our daily tasks.	3/27/2017 10:57 AM
9	Training related to our daily tasks.	3/27/2017 10:18 AM
10	Various training related to planning.	3/24/2017 9:59 AM

**Q18 Which of the following of these new themes would you be interested in?**

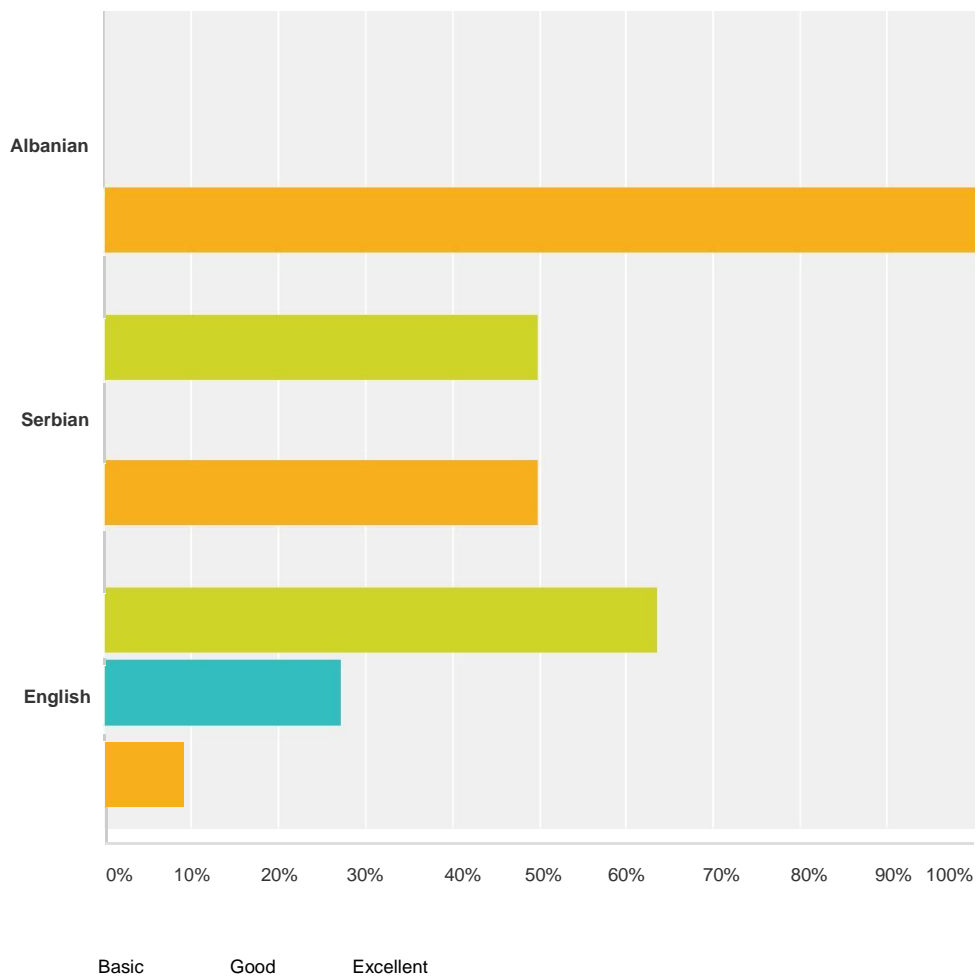


### Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Answer Choices	Responses	
Public Participation in Spatial Planning	36.36%	4
Municipal Development Plan	72.73%	8
Strategic Environmental Assessment	27.27%	3
Management of Capital Investment Projects	45.45%	5
Municipal Zoning Map	72.73%	8
Housing policy/strategy	9.09%	1
Mobility Plan/issues	0.00%	0
Constuction legislation/policies	45.45%	5
Cooperation with civil society	18.18%	2
Informal Settlements	18.18%	2
Local Economic Development	27.27%	3
Local Finance	18.18%	2
Inter Municipal Cooperation	27.27%	3
Other:	9.09%	1
<b>Total Respondents: 11</b>		

### Q19 Which are your language skills?

Answered: 11 Skipped: 0

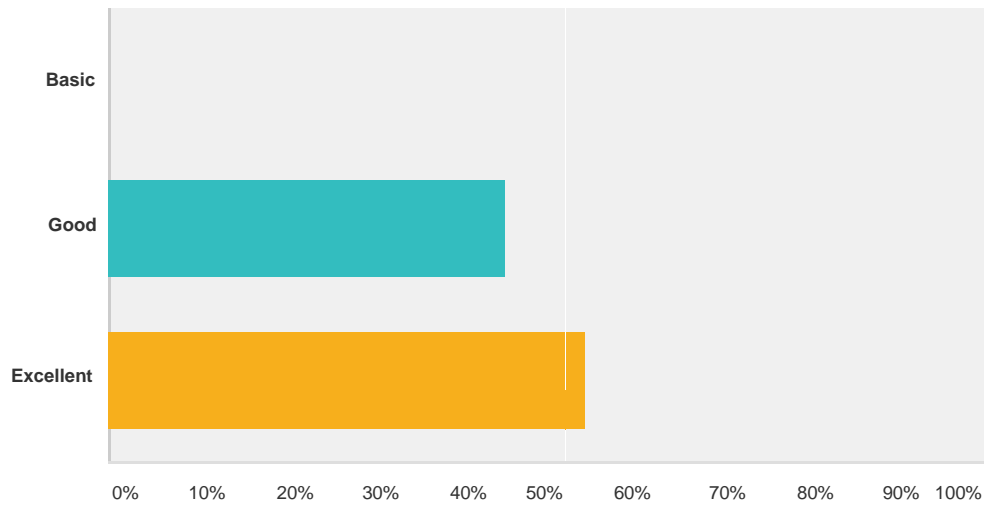


	Basic	Good	Excellent	Total
Albanian	0.00% 0	0.00% 0	100.00% 10	10
Serbian	50.00% 4	0.00% 0	50.00% 4	8
English	63.64% 7	27.27% 3	9.09% 1	11



**Q20 What is your knowledge of Microsoft Office package use?**

Answered: 11 Skipped: 0

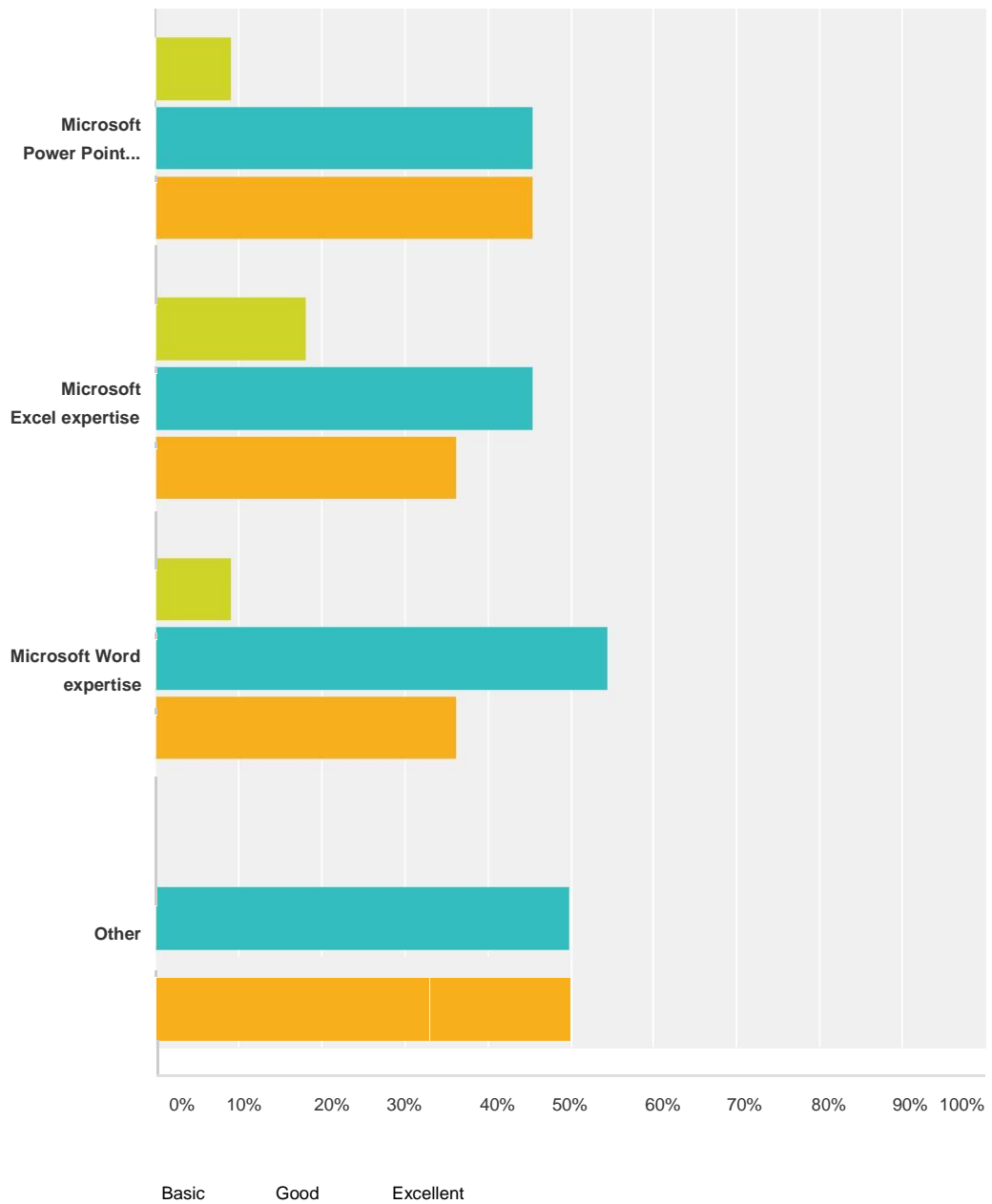


Answer Choices	Responses	
Basic	0.00%	0
Good	45.45%	5
Excellent	54.55%	6
<b>Total</b>		<b>11</b>

Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q21 Please select type and level Basic, Good or Excellent for each:

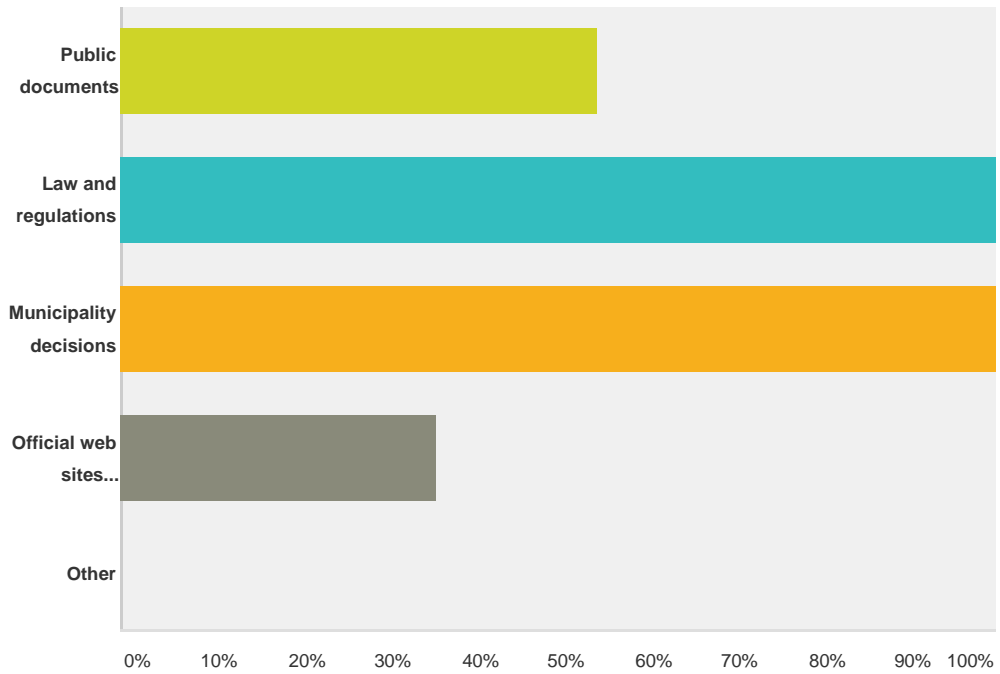
Answered: 11 Skipped: 0



	Basic	Good	Excellent	Total
Microsoft Power Point expertise	9.09% 1	45.45% 5	45.45% 5	11
Microsoft Excel expertise	18.18% 2	45.45% 5	36.36% 4	11
Microsoft Word expertise	9.09% 1	54.55% 6	36.36% 4	11
Other	0.00%	50.00%	50.00%	

**Q22 What kind of sources you professionally use for data collection?**

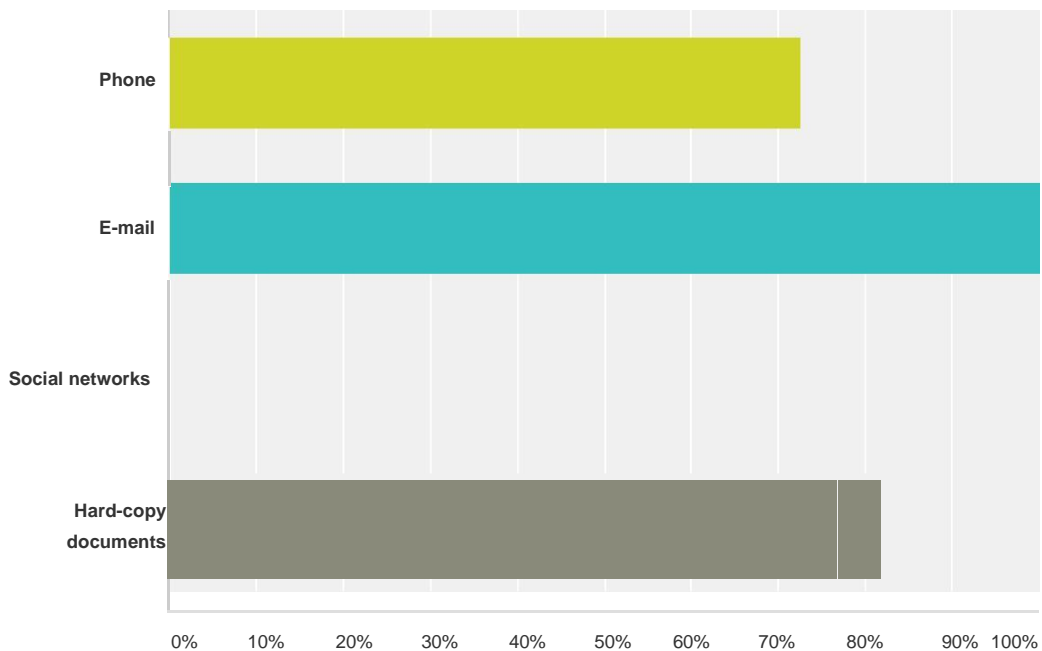
Answered: 11 Skipped: 0



Answer Choices	Responses	
Public documents	54.55%	6
Law and regulations	100.00%	11
Municipality decisions	100.00%	11
Official web sites information	36.36%	4
Other	0.00%	0
<b>Total Respondents: 11</b>		

**Q23 What are your official communication tools?**

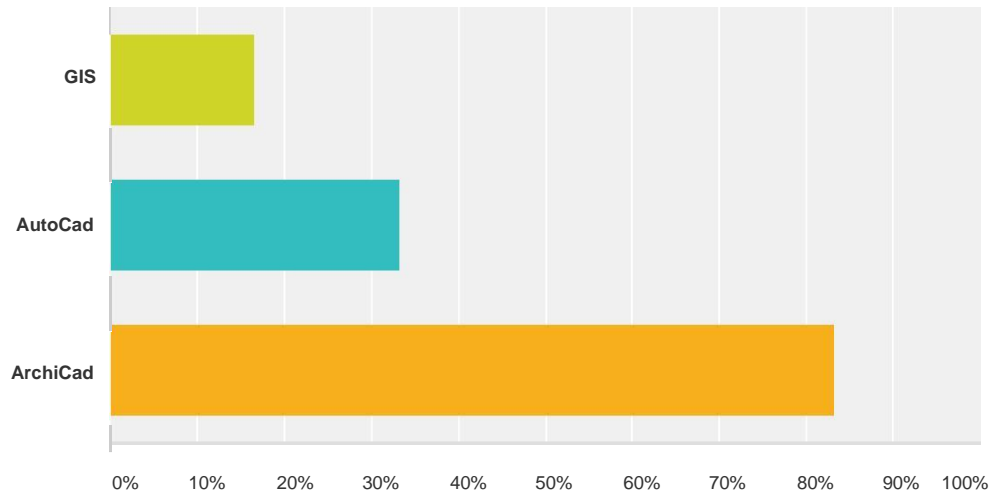
Answered: 11 Skipped: 0



Answer Choices	Responses	
Phone	72.73%	8
E-mail	100.00%	11
Social networks	0.00%	0
Hard-copy documents	81.82%	9
<b>Total Respondents: 11</b>		

**Q24 Are you using any of the listed softwares for your daily job? If NO, please proceed to next question. If YES, please select the respective ones:**

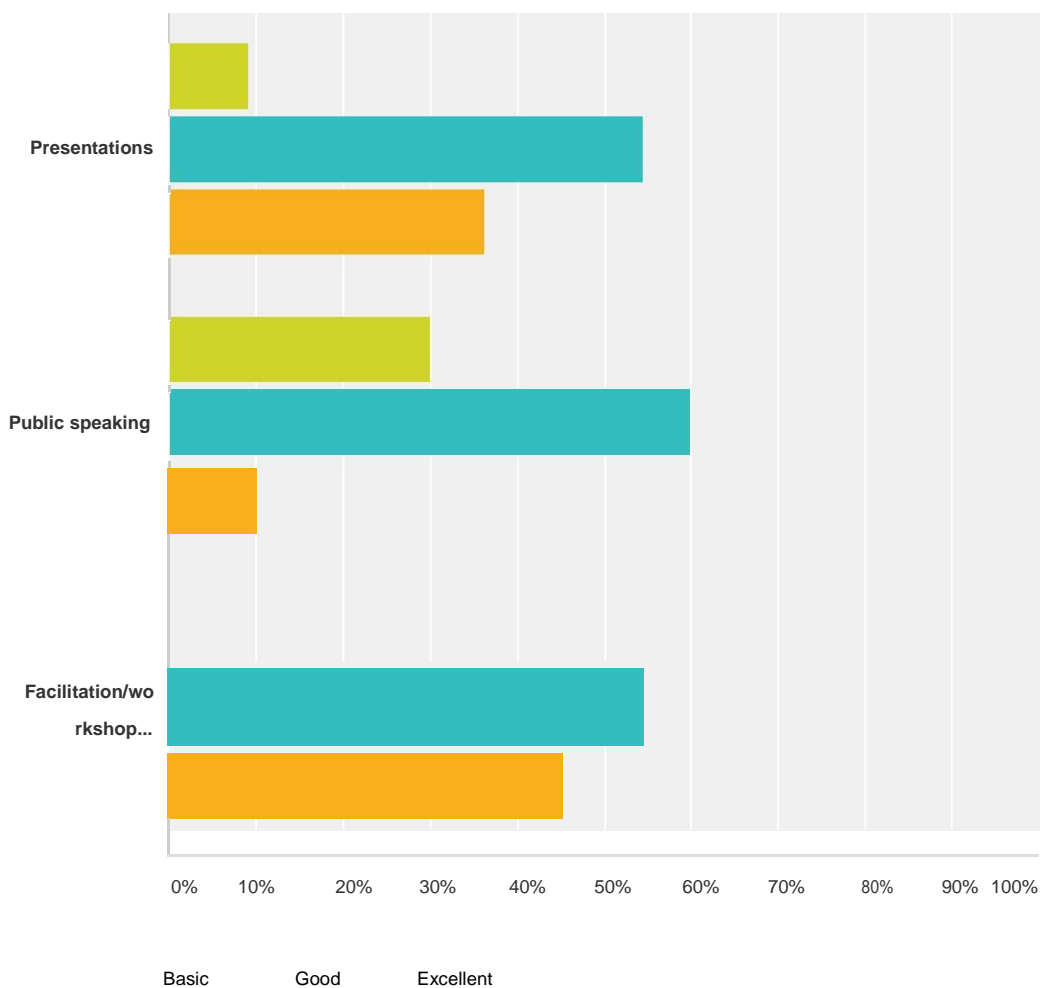
Answered: 6 Skipped: 5



Answer Choices	Responses
GIS	16.67% 1
AutoCad	33.33% 2
ArchiCad	83.33% 5
<b>Total Respondents: 6</b>	

### Q25 What are your skills in the following categories?

Answered: 11 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	9.09% 1	54.55% 6	36.36% 4	11
Public speaking	30.00% 3	60.00% 6	10.00% 1	10
Facilitation/workshop experience	0.00% 0	54.55% 6	45.45% 5	11

**Annex 5.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q26 Please insert any additional comment you may have**

Answered: 7 Skipped: 4

#	Responses	Date
1	Good luck and thanks for contribution	3/27/2017 8:25 PM
2	Thanks for cooperation	3/27/2017 3:24 PM
3	Working condition should be improved in terms of space and salaries	3/27/2017 2:45 PM
4	//	3/27/2017 2:01 PM
5	More staff needed, in order to succeed as department. Better conditions and space for work are needed.	3/27/2017 11:29 AM
6	D. of Urbanism needs more professional staff in the field of planning and GIS.	3/27/2017 10:57 AM
7	I don't have	3/27/2017 10:18 AM

## Annex 5.4: Register of Planning Documents

### MUNICIPALITY OF VUSHTRRI

Register of statutory strategic and operational spatial planning documents formulated by the local government.

#### Government at the local level

##### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	New Municipal Development Plan+SEA 2016-2024 (this municipality has also old MDP/UDP 2009-2014)
Coverage area	n/a
Drafted:	2016
Amended:	n/a
Status:	Approved, 10 March 2017 (only by the assembly members of the position-the opposition left the assembly)
Drafting authority:	Consulting company 'INTECH'+ municipal staff
Decision making authority:	Municipal Assembly, Municipality of Vushtrri,
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes

##### Operational spatial planning documents:

Type of document:	Detailed Regulation Plan
Title of the document:	Detailed Regulation Plan for 3 Zones 2011-2025 (Zone 1: Qendra e Qytetit; Zone 2: Ura e Gurit; Zone 2: Lumi Terstena), Municipality of Vushtrri;
Coverage area	n/a
Drafted:	2011
Amended:	n/a
Status:	Valid
Drafting authority:	Consulting company 'ART design' and 'Prima Engineering'
Decision making authority:	Municipal Assembly, Municipality of Vushtrri;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital/Print
Availability:	No



## Annex 5.4: Register of Planning Documents

### Strategic multi-sectorial planning documents:

Type of document:	Multi-sectoral strategy
Title of the document:	Strategy for Economic Development of the Municipality of Vushtrri 2013- 2018, Municipality of Vushtrri;
Coverage area	n/a
Drafted:	2013;
Amended:	n/a
Status:	Valid;
Drafting authority:	University for Business and Technology (UBT) Municipality of Vushtrri;
Decision making authority:	Municipal Assembly, Municipality of Vushtrri;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes.

### Strategic sectorial planning documents:

Type of document:	Sectoral strategy
Title of the document:	3-year Housing Strategy 2015-2018
Coverage area	n/a
Drafted:	2015
Amended:	n/a
Status:	Valid
Drafting authority:	Department of Health and Social Welfare, Department of Urbanism, Department of Budget and Finances, M. of Vushtrri
Decision making authority:	Municipal Assembly, Municipality of Vushtrri.
Legal basis:	n/a
Language/s:	n/a
Format available:	Digital-pdf
Availability:	Yes

## Annex 5.4: Register of Planning Documents

### Operational sectoral planning documents:

Type of document:	Action Plan
Title of the document:	Local Environmental Action Plan 2014- 2019, Municipality of Vushtrri;
Coverage area	n/a.
Drafted:	2014
Amended:	n/a
Status:	Valid
Drafting authority:	Municipality of Vushtrri; Regional Environmental Centre.
Decision making authority:	Municipal Assembly, Municipality of Vushtrri;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes.

Type of document:	Action Plan
Title of the document:	Municipal Energy Efficiency Plan, 2014- 2020, Municipality of Vushtrri;
Coverage area	n/a.
Drafted:	2015
Amended:	n/a
Status:	Valid
Drafting authority:	Municipality of Vushtrri;
Decision making authority:	Municipal Assembly, Municipality of Vushtrri;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf.
Availability:	Yes.

#### Annex 5.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Waste Management Plan 2016- 2020, Municipality of Vushtrri;
Coverage area	n/a
Drafted:	2015;
Amended:	n/a
Status:	Valid;
Drafting authority:	Municipality of Vushtrri; The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Decision making authority:	Municipal Assembly, Municipality of Vushtrri;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes.

Type of document:	Action Plan
Title of the document:	Plan for improvement of mobility services 2017-2019, Municipality of Vushtrri
Coverage area	n/a
Drafted:	2016
Amended:	n/a
Status:	In process of Public Review
Drafting authority:	Department of Public Services, Municipality of Vushtrri, USAID.
Decision making authority:	Municipal Assembly, Municipality of Vushtrri.
Legal basis:	n/a
Language/s:	n/a
Format available:	Not yet
Availability:	Soon to be approved

**Most of the listed documents are available online:**

<https://kk.rks-gov.net/vushtrri/Shpalljet/Dokumente.aspx>

## Annex 5.4: Register of Planning Documents

### MUNICIPALITY OF VUSHTRRI

Register of capital projects implemented by the government at the local and central level, and the international organizations and 2016

*Source: Municipality of Vushtrri*

#### Government at the local level

#	Project description:	Quantity/ unit:	Amount:
1.	Construction and reconstruction of local roads (city and villages)	1.611.400 m	474.778 EUR
2.	Construction/Rehabilitation of water supply-city and villages (amount given by M. of Vushtrri)	121.780 m	300.000 EUR
3.	Construction/Rehabilitation of sewage system (city and villages)	15.946 m	60.584 EUR
4.	Construction of public lightning	n/a	4.426 EUR
5.	Green spaces in Vushtrri	n/a	13.396 EUR
6.	Construction of cobblestone roads	818 m	43.660 EUR
7.	Sidewalks and lightening (Vushtrri and villages)	n/a	88.232 EUR
8.	Construction of bridges in 2 villages		3.044 EUR
9.	Demolition of illegal building in Vushtrri	n/a	36.000 EUR
10	Other projects (upgrading and maintenance of cemeteries, maintenance of local roads, supply with various materials for schools etc) mainly in Vushtrri city	n/a	1.388.272 EUR
<b>Total</b>			<b>2.412.392 EUR</b>

## Annex 5.4: Register of Planning Documents

### Government at the central level

#	Project description:	Quantity/ unit:	Amount:
1.	Pavement (asphalting) of the road Maxhunaj-Vilanc	736 m	28.999 EUR
2.	Re-pavement (asphalting) of the road near highway N2 till the train station in Prelluzhe	n/a	119.043 EUR
3.	Subventions in agriculture	n/a	2.927.917 EUR
4.	Construction/Rehabilitation of sewage system (3 villages)	n/a	218.375 EUR
5.	Construction of a water system (pipe in 1st road segment Vushtrri-Grace)	n/a	97.000 EUR
6.	Other projects (construction of youth centre, foresting of 25 ha)	n/a	173.750 EUR
<b>Total</b>			<b>3.565.084 EUR</b>

### International organizations

#### **European Union Office in Kosovo- 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Centre for collection and packaging of recyclable waste in Bukosh	1	200.000 EUR
2.	IT equipments for High School SHMU-Vushtrri	n/a	26.500 EUR
<b>Total</b>			<b>226.500 EUR</b>

#### **Luxembourg Development Cooperation (LuxDev)**

#	Project description:	Quantity/ unit:	Amount:
1.	Rehabilitation of water supply network in Vushtrri (amount given by LuxDev)	5.780m	460.000 EUR
<b>Total</b>			<b>460.000 EUR</b>

#### **United State Agency for International Development (USAID)**

#	Project description:	Quantity/ unit:	Amount:
1.	Sidewalk and public lightening in Prelluzhe (CDF/USAID AKT/LS)	1.820 m	100.000 EUR
2.	E-KIOSK (USAID AKT)	n/a	15.326 EUR
<b>Total</b>			<b>115.326 EUR</b>

## Annex 5.4: Register of Planning Documents

### Patient HELP FUND

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of Health Family Centre 3 in Vushtrri	n/a	95.000 EUR
<b>Total</b>			<b>95.000 EUR</b>

### Government of Norway

#	Project description:	Quantity/ unit:	Amount:
1.	Signage tables (for roads and numbers) in Vushtrri	n/a	110.000 EUR
<b>Total</b>			<b>110.000 EUR</b>

### Government of Switzerland

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of house annexes for 19 families (Prilluze, Samadrexhe, Vushtrri, Stanovc, Vilan)	n/a	28.600 EUR
2.	Construction of water supply system in Çiçavice (CDI/Switzerland)	n/a	985.000 EUR
<b>Total</b>			<b>1.013.600 EUR</b>

### World Bank

#	Project description:	Quantity/ unit:	Amount:
1.	Technology equipment for Department of Geodesy and Cadastre	n/a	9.700 EUR
<b>Total</b>			<b>9.700 EUR</b>

### BOSPORUS Netherlands

#	Project description:	Quantity/ unit:	Amount:
1.	Renovation of school building in Cakaj neighbourhood (Stanovc)	n/a	21.500 EUR
<b>Total</b>			<b>21.500 EUR</b>

**TOTAL (donors): 2.071.626 EUR**

## Annex 5.4: Register of Planning Documents

### MUNICIPALITY OF VUSHTRRI

#### Register of stakeholders

WHO	AREAS OF ENGAGEMENT	MAIN ACHIEVEMENTS	ONGOING PROJECTS	PLANNED PROJECTS	ROLE/ MEMBERSHIP IN COORDINATION MECHANISMS	LEVEL OF STAKE-INFLUENCE **	GENDER MARKER *****
<b>Local administration</b>							
Department of Urbanism and Environment Protection (DUEP)	Urban/Spatial and Environmental planning and development management;	Issuing construction permits for private developments; Implementation of capital investment projects/ public facilities, public space and mobility ;  Drafting of planning documents ( old MDP, URPs)	New MDP (including SEA) at the final phase (approval);  Asphalting of the roads (in rural and urban area) etc	Road infrastructure projects.  Expansion of water and sewage system in rural and urban areas;  Draft the Zoning map.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Public Services (DPS)	Management of local transport timeline/itinerary, roads, registration and management of parking places, public spaces etc. Supervision and cooperation with public/regional enterprises responsible for waste, water and sewage management.	Improvement of public services (construction of new roads and sewage system, maintenance of roads, public lightening etc).  Development of waste management plans; plan for improvement of mobility services etc.	Waste recycling collection, separating and packing facility-Vushtrri (supported by EU office)  Factory for water production in village Belince (financed by GoK-Ministry)	Construction of 2 roundabouts (support from the Ministry of Infrastructure) Maintenance of public lightening  Improvement of mobility services for people with special needs	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Geodesy, Cadaster and Property (DGCP)	Land and property management;	Technical and administrative tasks related to municipal survey, land cadastre, real	Land expropriation, registration of land consolidation data, registration of	Continuous registration of land consolidation data into system...	Decision-making; Technical assistance	Big stake-High influence	Gender aware;

## Annex 5.4: Register of Planning Documents

		estate cadastre, utilities cadastre and registration of real estate rights, their maintenance and update.  Land expropriation, registration of land consolidation data into SIKTK programme	flats/housing units.	Return of technical documentation from Serbia (through dialogue process)	and advisory.		
Department of Agriculture, Forestry and Rural Development (DAFRD)	Rural development management;	Inventory of local producers/farmers; Establishment of 6 milk collective points (supported by ACT)	Delivery of grants/subventions for farmers/producers.	Delivery of grants/subventions for farmers/producers.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department for Budget and Finance (DBF)	Budget and financial planning	Budget and financial planning	Budget and financial planning	Budget and financial planning	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Health and Social Welfare (DHSW)	Development and management of healthcare and social facilities and services;	Improved healthcare service in the urban and rural area- increased medical staff in healthcare facilities; Supported families in need for shelter/housing (social cases etc); Developed a 3-year housing programme.	Development and management of healthcare, and social facilities and services;  Construction of new Healthcare Family Centre.	Development and management of healthcare facilities and services;  Construction of social housing buildings.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Education (DE)	Development and management of educational facilities and services;	Improvement of education facilities (school yards, renovation of schools, construction of new schools etc)	Development and management of educational facilities and services;  Most of the educational projects foreseen in the Strategy for Local Economic Development of M. Vushtrri (see this strategy, yellow highlighted projects)	Development and management of educational facilities and services;  A lot of projects have been planned according to the budget table (please see the folder 4: Register-Capital Projects, capital projects table)	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;



## Annex 5.4: Register of Planning Documents

			under the folder 6: Sectoral Planning Documents)				
Department of Culture, Youth and Sports	Development and management of culture, youth and sports facilities and activities;	Renovation of Vushtrri Castle;  Various cultural activities etc.	Development and management of culture, youth and sports facilities and activities;  Construction of Youth Centre (with support of the Ministry of Culture)	Development and management of culture, youth and sports facilities and activities;  Construction of cultural centre "Hasan Prishtina" (with support of Ministry of Culture, Youth and Sports and M. of Vushtrri)	Decision-making; Technical assistance and advisory.	Big stake- High influence	Gender aware;

Public Enterprises							
Joint stock company "KEK"	Power distribution-network development, management and maintenance;	Provision of network maintenance;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Big stake- Big influence	n/a;
Joint stock company 'PTK Vala', Pristina-Branch office in Vushtrri.	Telecommunication s- fixed, mobile and internet services-network development, management and maintenance;	Provision of telecommunication services;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Small stake- low influence	n/a;
Public Enterprise 'Post of Kosovo', Pristina Branch office in Vushtrri.	Shipping and mailing services;	Shipping and mailing services;	Shipping and mailing services;	Shipping and mailing services;	Technical assistance and advisory.	Small stake- low influence	n/a;
Public Enterprise 'Uniteti', Branch Office in Vushtrri.	Maintenance of public Infrastructure;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Technical assistance and advisory.	Big stake- Low influence	n/a;
Public Enterprise	Water supply and	Water supply service;	Water supply service;	Water supply service;	Technical	Big	n/a;

## Annex 5.4: Register of Planning Documents

'Mitrovica', branch office Vushtrri.	sewage;	Sewage system maintenance;	Sewage system maintenance;	Sewage system maintenance;	assistance and advisory.	stake-Low influence	
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Private sector- (Main local private companies)							
ZARIQI	Construction Company	Construction of buildings-mainly residential;	Construction of buildings-mainly residential;	Construction of buildings-mainly residential;	n/a;	Small stake- low influence;	n/a;
DIARI	Construction Company	Construction of buildings-mainly residential;	Construction of buildings-mainly residential;	Construction of buildings-mainly residential;	n/a;	Small stake- low influence;	n/a;
Ciao BERTO	Showroom and furniture factory	Production of furniture's;	Production of furniture's;	Production of furniture's;	n/a;	Small stake- low influence;	n/a;
SHPK PESTOVA VIPA CHIPS	Production of potatoes; Processing of potatoes into chips.	Production of potatoes; Processing of potatoes into chips;	Production of potatoes; Processing of potatoes into chips;	Production of potatoes; Processing of potatoes into chips;	n/a;	Small stake- low influence;	n/a;
NTP "MIB – TRADE	Fruit and vegetable Processing;	Fruit and vegetable Processing;	Fruit and vegetable Processing;	Fruit and vegetable Processing;	n/a;	Small stake- low influence;	n/a;
N.T.P. Molitorija	Market Analysis & Planning advisory services.	Market Analysis & Planning advisory services.	Market Analysis & Planning advisory services.	Market Analysis & Planning advisory services.	n/a;	Small stake- low influence;	n/a;
International Organizations							
EU Office in Kosovo	Improvement of municipal services including further development of social and economic infrastructure.	Period of time 2012-2014 -Health Centre (EU, MLGA, M. Vushtrri) -Renovation of the Nazmi Zhegrova School's yards in Stanoc i Poshtëm/Donje Stanovce village of Vushtrri/Vučitrn Municipality". -Improvement of Processing Potato Storage Facilities (to Pestova company) -Modernization of	Construction of the new municipal building (Administration of the Municipality of Vushtrri)	n/a;	Technical assistance and advisory.	Small stake-High influence	n/a;

## Annex 5.4: Register of Planning Documents

		Vegetable Processing Capacities (NTP "MIB – TRADE) -Widen the partner network; improve management practices; improve manufacturing efficiency (to BERTO company) -To Improve Market Performance through Market Analysis & Planning advisory services (Molitorija) -Modernize and improve quality of packing and marketing of potato products Vipa Chips					
GIZ	Youth employment, Improvement of municipal services (Waste management.)	Supported M. of Vushtrri in drafting Waste Management Plan.	Implementation of "Yepik" programme (profession education and youth employment)  (GIZ, MLSW and M. Vushtrri)	n/a;	Technical assistance and advisory.	Small stake-  High influence	n/a;
UN-Habitat	Support in the field of spatial planning (drafting MDP, zoning map, building M&E system etc).	Some municipal staff attended the trainings (MDP, SEA, PP and CIP) organized by UN-Habitat.	Capacity building and on-job support in spatial planning field for D. of Urbanism and other relevant departments through the new programme 'Fostering Inclusive Development'.	Support in drafting the planning documents.	Technical assistance and advisory.	Small stake-  High influence	n/a;
USAID	Support to municipalities (infrastructure,	n/a;	-Construction of the new sidewalk (1.3km) and improvement of public	n/a;	Technical assistance and	Small stake-	n/a;

**Annex 5.4: Register of Planning Documents**

	improvement of municipal services etc) and civil society organizations		lightening from the train station (Prelluzhe) to the bridge of river Llap. (USAID AKT/CDF/M. Vushtrri)  -Capacity building (including IT) support for the municipal "Office for communication with public".  -Municipal branding supported by USAID (implemented by NGO ProPlanning and M. Vushtrri)		advisory, donations etc.	High influence	
HELP-HILFE (Germany)	Support to YOUTH (unemployed)	Grant-giving for start up businesses	-45 grants for 40 newly established businesses	n/a;	Technical assistance and grants.	Small stake-High influence	n/a;
WORLD BANK	Improvement of municipal services	Sewage system	Distribution of sewage network in villages (Shkabaj etc)	n/a;	Technical Assistance	Small stake-high influence	n/a;
The United Arab Emirates	Support in public investments	Reconstruction of hospital Sheikh Zayed	n/a;	n/a;	Technical and Financial support	Small stake-High influence	n/a;

## **Annex 5.4: Register of Planning Documents**

### **ANNEX 6: MUNICIPALITY OF SKENDERAJ Municipal Baseline Assessment**

Annex 6.1:	Rapid SWOT Analysis
Annex 6.2:	Municipal Self-Assessment- Survey findings
Annex 6.3:	Municipal Staff Skills Inventory- Survey findings (System summary)
Annex 6.4:	Register of Planning Documents
Annex 6.5:	Register of Capital Projects
Annex 6.6:	Register of Stakeholders

## Annex 6.2: Municipal Self-Assessment-Survey findings

### MUNICIPALITY OF SKENDERAJ

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Human capacities, structuring and cooperation

Strengths	Weaknesses
Administration 195 employees (141 M, 54 F). 9 departments (1 director/F, Director of Administration).	Low awareness and knowledge related to planning among the assembly members/decision-makers. Cases of staff with educational background not suitable to their responsibilities. Limited budget compared to municipal needs (including various equipments, e.g. cars for field work, or adequate communication and alarming equipments in case of emergency cases, floods, fire etc).
D. of Urbanism has 9 employees (5F, 4M). Staff mainly dealing with construction permits and supervision work. D. of Urbanism has capacities to manage the implementation in terms of CIPs and supervision of works.	No expertise on strategic spatial planning (including the management, drafting, monitoring and evaluation etc). Limited engagement of current staff in MDP drafting process (facilitation of data collection and some administrative tasks). In addition, municipal officers are overburden with daily works (especially urbanism and geodesy). 2 Female staff: planning officer, environmental officer are on maternity leave (no replacement staff. one of colleagues covers their tasks if needed). They were never part of planning processes. 1F staff soon will be retired. No specialized staff for GIS, housing, M&E, planning and environment etc. Actual staff (D. of Urbanism) prone to political interferences (no reaction from them on the poor content of current draft MDP, except 1 staff). ToRs of employees too general (not very specified, case of Department of Urbanism). Turn-over of staff (mainly directors). Lack of institutional memory. Lack of ownership on drafted documents. Lack of support in drafting strategic planning documents (by international organizations) until now.
2 M staff attended some UN-Habitat trainings.	Knowledge gained during trainings not implemented in practice.
Few individuals with experience in drafting sectoral/operational plans (other departments).	No participation of municipal staff in MDP/UDP drafting process (municipal staff only facilitated data collection on ad-hoc basis).
Good cooperation between technical staff of various departments.	Inter-departmental cooperation limited only on operational level (on ad-hoc basis). Lack of proper information/communication mechanism between departments in terms of planning (including coordination between political and technical staff).
Some experience with inclusive and participative process.	Involvement through the third party (REA consulting company during the drafting process of the Strategy for Local Economic Development etc). Limited expertise on public engagement and community outreach.
The acknowledgement of the importance of	--

## Annex 6.2: Municipal Self-Assessment-Survey findings

integrated planning in addressing the local needs expressed by the members of MPT. In addition, they are open for cooperation and sharing data.	
D. of Public Services has 1 officer for waste and water and some inspectors (construction, sanitary, agriculture, market, public services).	No involvement in planning processes.
Contacts and data exchange on the technical level with few neighboring municipalities.	Very few cases of cooperation have been identified.
Newly established Municipal Planning Team.	Lack of inter-departmental entity responsible for sectorial or integrated policy development (newly established MPT is the first such entity).
<b>Opportunities</b>	<b>Threats</b>
--	Political and other interferences in decision-making process (central and local level in drafting of MDP, staff etc..).
Newly established Municipal Planning Team.	--
Right momentum to provide professional trainings and technical support/on-job assistance for technical/political staff in drafting plans and translating those plans into work plans and budget activities.	--
Right time to raise awareness on use of planning instruments by different sectors.	--
Easiness to achieve consensus in decision making process (municipality governed by one party majority-if well managed it can be good).	Easiness to achieve consensus in decision making process (municipality governed by one party majority, if not managed properly, it can bring problems). Delays expected due to the election campaign.

## Annex 6.2: Municipal Self-Assessment-Survey findings

### Municipal plans and policies

Strengths	Weaknesses
Urban Development Plan 2011-2018.	Limited engagement of municipal staff in drafting process. The UDP was drafted by consulting company A design and Atelier4.
Urban Regulatory Plan 2011-2016.	Limited engagement of municipal staff in drafting process. The URP was drafted by Lin project. Outdated. Poor implementation of the Detailed Regulatory Plan (e.g. instead of P+2 to P+6).
Municipal Development Plan 2017-2025 (in drafting/refreshing process). Detailed Regulatory Plan in process (in drafting process, company contracted). Zoning Map to be drafted soon (company contracted). Allocated budget for Zoning Map and Detail Regulatory Plan (company contracted, 60.000 Euro).	All documents to be drafted by the same contracted company Vision Project. Limited involvement of municipal staff in drafting process (only facilitation of data collection). Drafting consulting company with insufficient knowledge and professional expertise to draft planning documents (if we consider the case of actual MDP of Skenderaj). Limited knowledge among municipal staff on MDP and Zoning Map.
Strategy for Local Economic Development 2013-2017 (drafted by REA consulting company). Plan for Waste Management 2016 (drafted by GIZ and EcoDesign).	Sectoral/operational plans also drafted by external parties (consulting companies).
Action plan for youth (drafted in-house, 2010).	Not approved by assembly due to the lack of budget.
Guidelines for use of municipal public properties (drafted in-house 2016, to be approved soon).	--
Reconstruction of cadastral information for 11 zones (out of 52 zones) while 4 other zones are in reconstruction process.	Cadaster database - spatial component updated in a very limited level (11 zones).
Each department has its own data.	Lack of integrated database. Lack of sectorial/operational data and planning documents (SEA, 3-year housing programme, lack of complete list of public spaces, lack of mobility plan, lack of municipal evacuation plan, lack of adequate equipment for emergency response etc).
--	No mechanism for quality control of planning documents (in drafting/implementation process). No implementation plans/no proper harmonization of proposed activities with D. of Finances. No monitoring plans/reports on the implementation of planning documents/strategies.
--	Public investments/capital projects mostly done on ad-hoc basis, without considering all aspects (problems with expropriation).
Cases of applications for building permits.	5.200 registered illegal buildings. Small number of applications for building permits (only 46 applications until April, 2016) <sup>12</sup> .
Opportunities	Threats
The acknowledgement of the importance of planning in addressing the local needs expressed by the technical staff (MPT members and head of sectors of various departments).	--
A lot of documents to be drafted:	Interference of high level officials (central/local level)

<sup>12</sup> <http://archive.koha.net/?id=9&l=108021>



## Annex 6.2: Municipal Self-Assessment-Survey findings

<ul style="list-style-type: none"> <li>-Completion of MDP;</li> <li>- Zoning Map;</li> <li>-3-year Housing Programme;</li> <li>- Mobility Plan;</li> <li>-Municipal Evacuation Plan;</li> <li>-Draft the Tourism Strategy for Skenderaj;</li> <li>-New Strategy for Local Economic Development.</li> </ul>	<p>in selection of consulting company for drafting the planning documents (case of MDP). Lack of professionalism among drafting companies.</p>
<p>Development of M&amp;E system and ToRs for staff and consulting companies (mdp, zoning map etc).</p>	<p>--</p>
<p>Development &amp; management of integrated database.</p>	<p>--</p>
<p>Formulation of project proposals and fundraising related to implementation of planning documents.</p>	<p>--</p>
<p>Reconstruction of cadastral information for other remaining zones.</p>	<p>--</p>

## Annex 6.2: Municipal Self-Assessment-Survey findings

### Gender perspective in spatial planning documents

Strengths	Weaknesses
1 out of 9 departments is headed by a woman (Director of Administration).	Generally, gender is still not treated as a specific issue in municipal activities. Low level of gender participation in municipal assembly: 70, 96% man, 29.03% woman (9 advisers). Low level of gender participation in municipal administration: 72.70 % man, 27.30 % woman (1 female director).
D. of Urbanism has 5 women (out of 9 employees), one of which is the Head of Urbanism. 1 women part of the drafting/refreshing process of MDP (also member of the Municipal Planning Team).	Very low level of women participation in the drafting/refreshing process of MDP, both at department and municipal level. Limited number of disaggregated data on planning documents based on gender. No allocated budget specifically for women engagement.
1 Gender Officer (Unit for Human Rights and Gender Equality).	Gender officer not involved /consulted during the drafting process of current draft MDP. Lack of financial support for gender activities. In previous year there was allocated budget related to gender issues.
Strategy against domestic violence, 2016-2020 (drafted)	Not approved due to the lack of budget.
Regulation for Gender Equality (drafting process).	Regulation on gender equality not proceeded in the assembly.
Committee for Human Rights and Gender Equality; Forum for Gender Equality, 26 members; (both were very active during 2003-2007).	Not active since 2007.
All contacted female officers (gender officer, officer for culture, legal officer etc) expressed interest to be part of planning processes and related trainings.	--
Opportunities	Threats
Potential to engage more female staff in trainings organized by UN-Habitat and other relevant organizations.	
Gender related issues treated by local NGOs.	No NGOs familiarized/working with integration of gender in spatial planning process. Inactivity of NGOs dealing with gender issues due to the lack of funds (the main NGO Prehja is not active anymore).
Cooperation with NGO for 'Iniciativa per Mbeshtetje te Komunitetit' (heade by women, very interested).	No expertise on planning processes.
Adoption of respective gender regulations/strategies.	Risk of leaving gender issues down on the agendas, due to other priorities/issues.

## Annex 6.2: Municipal Self-Assessment-Survey findings

### Environmental planning and management

Strengths	Weaknesses
Limited staff with environmental education background (1 in the Department of Urbanism).	Not involved in planning process. Actually on maternity leave.
SEA for new MDP to be drafted soon.	No environmental assessment developed for Skenderaj MDP/UDP. No municipal capacities to develop SEA/EIA. SEA to be drafted by consulting company Vision Project (after MDP draft is completed). No specific fund allocated for SEA and public engagement.
Some plans are drafted: -Plan for waste management (drafted by GIZ and EcoStudio). -Plan for elimination of illegal waste dumps. -Plan for floods. -Plan for management of river basins. -Plan for emergency response.	Municipal staff mainly facilitated data collection.
Urban waste management service (managed by regional company).	Managerial problems faced by regional company.
Municipality allocated 46.000 Euro to cover some rural/urban zones with containers.	--
Opportunities	Threats
Technical support/on-job assistance for technical staff in drafting SEA/EIA for planning documents.	--
Raise awareness on use of planning/environmental instruments by different sectors.	Risk of leaving environmental issues down on the agendas, due to the current and emerging political issues.
Environment cleaning actions can be taken by NGOs.	Lack of NGOs dealing with environmental issues.
Initiated projects: New dump site at regional level (Vushtrri, Skenderaj and Mitrovice). Sewage system for Skenderaj and Drenas. Water dam in village Kuciqe. Elimination of illegal landfills.	Lack of financial resources.
--	Managerial, operational and financial problems of regional companies (KURM, UNITETI) responsible for water and waste management.

## Annex 6.2: Municipal Self-Assessment-Survey findings

### Partnership with civil society

Strengths	Weaknesses
MoU with CBM (including the representative of NGO 'Iniciativa Qytetare e Skenderajt') in the field of transparency and accountability at local level.	Although the municipality has some cooperation with NGOs, they have limited and superficial knowledge on participative and inclusive processes (including the role and importance of involvement of civil society in planning process).
1 Youth Officer (dealing also with cooperation with NGOs, Department of Youth, Culture and Sports).	Not expertise on inclusive and participatory processes. Lack of complete list/database of NGOs operating at municipal level within D. of Culture, Youth and Sports.
Each department has some cooperation with NGOs (depending on the field).	No sustainable cooperation between respective departments and civil society (mainly on ad-hoc basis and on initiative of NGOs).
In close cooperation with Handikos-SK, Municipality of Skenderaj has drafted and approved the Action Plan for employment of persons with disabilities in the Municipality of Skenderaj 2017-2019.	--
Some NGOs were consulted during drafting process of the Strategy for Local Economic Development of Skenderaj and previous MDP.	Civil society/NGOs were consulted through the third party or consulting company. No reports on previous/actual activities with civil society/no follow-up.
Cooperation with farmers associations (grant giving/subventions) through Department of Forestry and Rural Development.	This happen in close cooperation with the Ministry of Agriculture.
Some NGOs were supported by municipal budget (according to the latest report published by Office of Good Governance within Prime Minister's Office).	No standardized forms and procedures for supporting NGOs and community initiatives (no open calls etc.).
--	No mechanism/incentive for fostering cooperation with civil society and youth (e.g. draft action plan for youth not approved in assembly due to the lack of budget).
Opportunities	Threats
Right momentum for engagement of civil society (drafting process of MDP/SEA/Zoning map, housing etc).	Risk of ignoring and/or misunderstanding the potential of civil society due to the lack of knowledge and other priorities (elections etc).
Capacity building/financial support for NGOs (writing project proposals, support them in finding their niche/sectoral profilisation etc).	No NGOs familiarized/working with spatial planning issues or inclusive /participative processes.
2 NGOs (Iniciativa Qytetare ne Skendera and Iniciativa per Mbeshtetje te Komunitetitj) willing to expand its scope of work (to deal with inclusive and participative processes).	Inactivity of NGOs due to the lack of funds (very few active NGOs).
--	Lack of critical mass to react on certain irregularities (lack of transparency, mismanagement etc).

## Annex 6.2: Municipal Self-Assessment-Survey findings

### Inter-municipal and inter-governmental cooperation

Strengths	Weaknesses
<p>Some cooperation/exchange of experiences with other municipalities:</p> <ul style="list-style-type: none"> <li>-Cooperation/Communication with Vushtrri: field exercises in relation to emergencies; joint market inspections (MoU between Skenderaj and Vushtrri); joint project proposal for collection and processing of medicine plants.</li> <li>-Communication with Drenas: exchange of information/experience in relation to the emergency response plan.</li> <li>-Communication with South Mitrovica and Klina e Begut in relation to water system (including regional company/KURM).</li> </ul>	<p>Limited cooperation with neighboring municipalities in terms of joint development projects.</p> <p>Symbolic number of identified joint projects with neighboring municipalities.</p> <p>Limited cooperation with neighborhood municipalities in terms of planning documents.</p>
Consultations/communication with MESP regarding new legal framework for spatial planning documents.	--
Cooperation/Coordination with Kosovo Cadastral Agency regarding the local cadaster unit.	--
Cooperation of Emergency sector (within municipal Department of public services) with Department of Water (MESP); Kosovo Security Forces.	--
Cooperation/Communication with Ministry of Environment and Spatial Planning, Ministry of Infrastructure, Ministry of Local Government Administration, Ministry of Finance, Ministry of Agriculture Forestry and Rural Development, Ministry of Education, Institute of Spatial Planning, Cadastral Agency, Center for Memorials, Kosovo Security Forces, and the Emergency Management Agency in relation to legislation, financial support, projects etc.	<p>Support from the central level provided only on the operational level.</p> <p>No coordination between ministries in supporting investment projects.</p> <p>No permanent mechanisms of cooperation are established.</p> <p>Some projects (roads and sewage system) were supported by MESP.</p> <p>Lack of capacities to draft project-proposals (bankable) for significant projects (only 1 officer capable to write project proposals has been identified so far).</p>
Cooperation with regional company UNITETI for waste management (Municipality of Skenderaj allocated 60.000 Euro for waste management in Koshtove).	Management and financial challenges of regional companies.
Opportunities	Threats
Potential for exchange of information/ cooperation in the field of planning, environment, housing, tourism, regional development, joint projects etc.	Political differences and election period may affect inter-municipal cooperation (including local/central cooperation).
<p>Joint landfill for Vushtrri, Skenderaj and South Mitrovica.</p> <p>Joint sewage system with Drenas.</p>	Ad hoc decisions on public investments.

## **Annex 6.2: Municipal Self-Assessment-Survey findings**

### **MUNICIPALITY OF SKENDERAJ**

#### **Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.

## Annex 6.2: Municipal Self-Assessment-Survey findings

A. DOCUMENTS
<p><b>1. Are there any strategic spatial planning documents drafted?</b></p> <p><u>Reference:</u> Municipal Development Plan (MDP), Urban Development Plan (UDP); Municipal Spatial Plan (MSP), General Urban Plan (GUP).</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please present the title, the period of validity and the drafting authority/ entity:</p> <ul style="list-style-type: none"><li>- Urban Development Plan 2011-2018 (drafted by A design and Atelier4-Prishtine)</li><li>- Previous Municipal Development Plan was drafted in 2010 by A design and Atelier 4-Prishtine, but it was not finalized</li><li>- New Municipal Development Plan 2017-2025 based on old MDP (the drafting/refreshing process, by Vizion project)</li><li>- Zoning Map (to be started soon, company contracted-Vizion project)</li></ul> <p><b>See attached:</b> <u><a href="#">Register of planning documents.</a></u></p> <p>Please present the role and responsibilities of the municipality, if drafting outsourced:</p> <ul style="list-style-type: none"><li>- Initiated the drafting process of spatial planning documents/administrative procedures;</li><li>- The working group was established for MDP 2017-2025, but very few meetings were held in the process of data collection and 2 meetings when company presented the maps and final draft;</li><li>- No engagement of municipal staff/or member of working group in the drafting process;</li><li>- Coordination for new MDP, was done directly by the Department of Urbanism, MESP and contracted company (Vizion project);</li><li>- Regarding public engagement no evidence could be found, although some of interviewees said that when old MDP was drafted there were some consultations with various interest groups (done by consulting company). No consultation with citizens and related interest groups during drafting process of new MDP.</li></ul> <p>Please present the plan implementation degree, and monitoring extent, if defined:</p> <ul style="list-style-type: none"><li>- No monitoring conducted for plan implementation (previous MDP);</li><li>- No monitoring instruments available;</li><li>- No established monitoring mechanisms within the municipality.</li></ul> <p>Please present the plan evaluation outcome, if available:</p> <ul style="list-style-type: none"><li>- No plan evaluation conducted;</li><li>- No plan evaluation instruments/methodologies available.</li></ul> <p><b>If NO,</b> Please elaborate on how you do manage spatial development: n/a.</p> <p><b>Note:</b></p>

## Annex 6.2: Municipal Self-Assessment-Survey findings

### 2. Are there any operational spatial planning documents drafted?

Reference:

Urban Regulation Plan (URP);  
Detail Urban Plan (DUP).

- Yes
- No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

- Urban Regulatory Plan 2011-2016 (drafted by Lin project)
- Detailed Regulatory Plan (to be started soon, company contracted-Vizion project)

**See attached:**

[Register of planning documents.](#)

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Initiated the drafting process of spatial planning documents/administrative procedures;
- Facilitated municipal data collection;
- Because of the turnover of staff, not so much information could be found regarding the coordination of activities between municipal staff, consulting company and MESP.

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation;
- No monitoring instruments available;

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage spatial management- development conditions and construction permits:

**Note:**

- According to the Department of Urbanism, all projects/construction permits are based on previous MDP and URP 2011-2016. But during the focus discussions it was confirmed that there were insufficient consultations of MDP/UDP or URP during designing or implementation of projects. The issue of expropriations has been identified as one of the main challenges (lack of sufficient cooperation during planning process).



## Annex 6.2: Municipal Self-Assessment-Survey findings

### 3. Are there any strategic sectoral planning documents drafted?

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/entity:

- Strategy for Local Economic Development 2013-2017, drafted by REA (consulting company);
- Strategy for Local Development (Agriculture), drafted by D. of Agriculture and NGO Perspektiva (supported by Ministry of Agriculture)

Please present the role and responsibilities of the municipality, if drafting outsourced:

For strategy:

- Initiated the drafting process of sectoral planning documents/administrative procedures;
- Coordinated joint meeting between the consulting company and the municipal staff/working group;
- Facilitated municipal data collection;
- Participated in public debates organized by contracted company for drafting this strategy.

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation;
- No monitoring instruments available;

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage sectoral development:

Note:

The 3-year housing programme still has not been drafted (they spent annually more than 20.000 EURO for families in need for housing. Annually they receive approximately 150 requests for housing (renovation, construction, social cases etc).

**4. Are there any operational sectoral planning documents drafted?**

Reference:

Local Environmental Action Plan (LEAP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

- Waste Management Plan 2016- 2020, GIZ+EcoStudio and Municipality of Skenderaj.
- Action Plan for Youth (drafted in 2010, not approved by assembly due to the lack of budget).

-Guidelines on how to use the municipal properties (drafted by D. of Geodesy in 2016, to be approved soon).

**Note:**

There are also some other documents, but only partial information could be obtained (without dates, drafting authorities etc):

-Plan for flood prevention.

-Plan for emergency response drafted by Emergency Management Agency and Kosovo Security Forces (EMA-KSF).

-Plan for management of river basins (MESP+ municipal staff).

**See attached:**

[Register of planning documents.](#)

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Most operational/sectoral documents drafted in-house with support of municipal partners/donors;
- Municipal working groups established on ad-hoc basis;
- Participated in public debates organized by GIZ and EcoStudio

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation
- No monitoring instruments available, except for waste management plan (it has action plan, monitoring: half year reports, yearly reports);
- No report/data regarding the implementation degree of the respective documents.

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage sectoral management:

n/a.

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### 5. Are there any strategic environmental assessments for spatial planning documents drafted?

Reference:

Strategic Environmental Assessment (SEA).

- Yes  
 No

**If YES,**

Please present the title and the drafting authority/ entity

n/a

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a

Please present the plan implementation degree, and monitoring extent, if defined:

n/a

**If NO,** Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:

SEA for new MDP will be drafted by the consulting company-Vision Project (with no additional cost). No budget has been allocated specifically for drafting of SEA. Company Vision Project is contracted to draft Zoning Map and 1 Detailed Regulatory Plan (city centre) but expressed willigned to refresh also the old MDP. For environmental consents at local level, ad-hoc committees are established.

### 6. Are there any strategic environmental assessments for sectoral planning documents drafted?

- Yes  
 No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment- environmental conditions and permits:

n/a.

**B. PARTICIPATION AND GENDER**

**7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

Yes

No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

According to the staff of Department of Urbanism some consultations were done with citizens, NGOs, businesses and other stakeholders when the previous MDP was drafted (by company A design + Atelier 4), but no evidence could be found .

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a

Please specify the overall number of participants in the process if available:

n/a

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a

**If NO,**

Please elaborate:

Insufficient disaggregated data in terms of gender. Within the previous Municipal Profile (MDP) there are some disaggregated data based on the number of females living in individual or collective housing<sup>13</sup>.

No focus groups specifically with women etc.

<sup>13</sup> ([https://kk.rks-gov.net/skenderaj/getattachment/Reguloret-dhe-Pasqyrat-Komunale/Plani-zhvillimor-komunal/PZhU\\_profili\\_shkurt2010fin-pdf.pdf.aspx](https://kk.rks-gov.net/skenderaj/getattachment/Reguloret-dhe-Pasqyrat-Komunale/Plani-zhvillimor-komunal/PZhU_profili_shkurt2010fin-pdf.pdf.aspx), p.32).

**8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

- Yes
- No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

- For drafting the Strategy for Local Economic Development 2013-2017, were established 3 thematic working groups (mixed: male and female members). Some of the used tools were: bilateral meetings, joint meetings with experts, directors, citizens, villagers etc.

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

- Directors and technical staff of departments;
- Senior officers (central and local level);
- Citizens, villagers, independent experts, civil society, construction companies, business centre etc.

Please specify the overall number of participants in the process if available:

No data/ reports available.

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

No data/ reports available.

**Note:**

Municipality of Skenderaj has signed MoU with Community Buildin Mitrovica (including the representative of NGO Prehja, now the head of NGO Iniciativa Qytetare e Skenderajt which is also member of the Regional Monitoring Team): Transparency and accountability at local level (monitoring the work of the municipal assembly)<sup>14</sup>. This municipality has some cooperation with Handikos (activities related to the disable people) and with Beekeeping women's association 'Okarina e Runikut'<sup>15</sup>.

**If NO,**

Please elaborate:

n/a.

<sup>14</sup> <http://cbmitrovica.org/al/project/establishing-memorandum-of-understanding-between-mrrmt-and-skenderaj-srbica-municipality>

<sup>15</sup> <http://www.womensnetwork.org/?FaqlD=34&n=108>

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

Yes

No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

n/a.

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

n/a.

Please specify the overall number of participants in the process if available:

n/a.

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

n/a.

**If NO,**

Please elaborate:

n/a.

**C. HUMAN CAPACITIES- TO DRAFT**

**10. What is the capacity to draft strategic spatial planning documents available at the municipal level?**

Reference:

Municipal Development Plan

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

16 (DUEP+MPT): 11 male - 5 female (DUEP, DGCP, DAFRD, DPS, DFDE, DHSW, DE, DA)<sup>16</sup>

Please present the professional background of the capacity available/ engaged in drafting:

Some staff was involved during drafting process, but mainly for administrative tasks and facilitation of data collection. No specific data on who and how was engaged.

Please present the educational background of the capacity available/ engaged in drafting:

DUEP+MPT:

Architecture:	1 male- 2 female
Agriculture:	2 male- 0 female
Construction (civil engineering):	3 male- 0 female
Environment:	0 male- 1 female
Pedagogy:	1 male- 0 female
Law:	2 male- 1 female
Emergency protection:	1 male- 0 female
Professional school of geodesy:	1 male- 0 female
Secondary school:	1 male- 1 female

All: w/2-25years of experience

**Separate data:**

Department of Urbanism and Environment Protection:

Architecture:	1 male- 2 female
Construction (civil engineering)	3 male- 0 female (including Director of Urbanism)
Environment:	0 male- 1 female
Law:	0 male- 1 female
Secondary school:	0 male- 1 female

Total: 9 staff (4M+5F) w/2-20 years of experience

Municipal Planning Team:

Architecture:	0 male- 1 female
Agriculture:	2 male- 0 female (one of them has also MSc. in Int. Management)
Law:	2 male- 0 female
Pedagogy:	1 male- 0 female
Secondary school of Geodesy:	1 male- 0 female
Secondary school:	1 male- 0 female

Total: 8 members (1F+7M)

w/ 3-25 years experience

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:  
16 officers

<sup>16</sup> Department of Urbanism and Environment Protection; Department of Geodesy, Cadastre and Property; Department of Agriculture, Forestry and Rural Development; Department of Public Services; Department of Finance, Development and Economy; Department of Health and Social Welfare; Department of Education and Department of Administration.

## Annex 6.2: Municipal Self-Assessment-Survey findings

Training and capacity strengthening in the following areas:

- Spatial planning legal framework;

- Reviewing and drafting strategic spatial planning documents (MDP, Zoning Map);

- Drafting skills on sectoral policies such as: housing, mobility, public space, local economic development incl. rural development, tourism;

- Management of inclusive policy development processes;

Please specify the lacking capacities, and the respective areas:

16 officers

Training and capacity building in the following areas:

- Formulation of ToRs (for municipal staff; consulting companies);

- Conducting qualitative and quantitative data collection and analysis (research methods);

- Methods and instrument for public engagement;

- Use of GIS and CAD software's.

**Note:**

No experience with planning process. Previous document drafted by consulting companies, and since then the staff was changed (turn-over of staff including Director of Urbanism and some other departments);

2 staff (responsible for planning and environment are on maternity leave and were never part of planning processes);

Staff overloaded with work related to construction permits, supervisory works etc.



**11. What is the capacity to draft operational spatial planning documents available at the municipal level?**

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

16 (DUEP+MPT): 11 male - 5 female (DUEP, DGCP, DAFRD, DPS, DFDE, DHSW, DE, DA)<sup>17</sup>

Please present the professional background of the capacity available/ engaged in drafting:

No direct involvement of staff, because the DRUs were drafted by consulting companies. Zoning map will be drafted soon (again by consulting company).

Please present the educational background of the capacity available/ engaged in drafting:

DUEP+MPT:

Architecture:	1 male- 2 female
Agriculture:	2 male- 0 female
Construction (civil engineering):	3 male- 0 female
Environment:	0 male- 1 female
Pedagogy:	1 male- 0 female
Law:	2 male- 1 female
Emergency protection:	1 male- 0 female
Professional school of Geodesy:	1 male- 0 female
Secondary school:	1 male- 1 female

All: w/2-25years of experience

**Note/s:**

These data are based on existing capacities within D. of Urbanism and Municipal Planning Team (members). It is evident that both DUEP and MPT should be strengthened.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

All: 15 officers

Training and capacity strengthening in the following areas:

- Drafting sectoral action plans, capital projects and service delivery activities in line with spatial plans and other sectoral policies;
- Translation of objectives of spatial planning documents into working plans (for each sector);
- Use of latest technology in spatial data collection;

Please specify the lacking capacities, and the respective areas:

Training and capacity building in the following areas:

- Establishing the municipal/integrated spatial database;
- Conducting qualitative and quantitative data collection and analysis;
- Drafting/implementing MDP/Zoning map and other sectoral/operational planning documents;
- Information on various planning instruments and how to use them;
- Building fundraising skills (communication, ability to research, plan, devise strategies etc);
- Building/strengthening capacities for formulation of project proposals for public investments etc.

<sup>17</sup> Ibid.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

Reference:

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

1 officer: 0 male- 1 female (DUEP)

Please present the professional background of the capacity available/ engaged in drafting:

- No staff was involved in such processes

Please present the educational background of the capacity available/ engaged in drafting:

- Bachelor of Ecology 0 male- 1 female

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

16 officers (DUEP+MPT)

- Environmental development and management related areas;

Please specify the lacking capacities, and the respective areas:

- Overview on SEA/EIA legislation

- Methodology for drafting SEA/EIA

- Integration of SEA/EIA findings into planning documents and decision-making process.

**D. HUMAN CAPACITIES- TO MANAGE PROCESSES**

**13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

16 (DUEP+MPT): 11 male - 5 female (DUEP, DGCP, DAFRD, DPS, DFDE, DHSW, DE, DA)<sup>18</sup>

Please present the professional background of the capacity available/ engaged in such processes:

Limited capacities to manage such processes due to the lack of previous experience. Only 2 officers are directly engaged in managing the drafting process of MDP (1M, 1F from the D. of Urbanism).

Please present the educational background of the capacity available/ engaged in such processes:

DUEP+MPT:

Architecture:	1 male- 2 female
Agriculture:	2 male- 0 female
Construction (civil engineering):	3 male- 0 female
Environment:	0 male- 1 female
Pedagogy:	1 male- 0 female
Law:	2 male- 1 female
Emergency protection:	1 male- 0 female
Secondary school of Geodesy:	1 male- 0 female
Secondary school:	1 male- 1 female

All: w/2-25years of experience

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:  
16 officers

- Managing and monitoring plan implementation- integrated and sectoral;
- Plan evaluation and impact assessment tools and techniques;
- Establishing monitoring indicators/ tools/ mechanism- institutional and technical – for all local policies;
- Reporting plan implementation degree vis-à-vis set spatial, economic and social development indicators;

Please specify the lacking capacities, and the respective areas:

- Building M&E system (for planning documents);
- Managing and updating municipal/integrated spatial database.

<sup>18</sup> Ibid.

**14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

16 (DUEP+MPT): 11 male - 5 female (DUEP, DGCP, DAFRD, DPS, DFDE, DHSW, DE, DA)<sup>19</sup>

Please present the professional background of the capacity available/ engaged in such processes:

No data available;

Please present the educational background of the capacity available/ engaged in such processes:

DUEP+MPT:

Architecture:	1 male- 2 female
Agriculture:	2 male- 0 female
Construction (civil engineering):	3 male- 0 female
Environment:	0 male- 1 female
Pedagogy:	1 male- 0 female
Law:	2 male- 1 female
Emergency protection:	1 male- 0 female
Professional school of Geodesy:	1 male- 0 female
Secondary school:	1 male- 1 female

All: w/2-25years of experience

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:  
16 officers

- Managing and monitoring plan implementation- integrated and sectoral;
- Plan evaluation and impact assessment tools and techniques;
- Establishing monitoring indicators/ tools/ mechanism- institutional and technical – for all local policies;
- Reporting plan implementation degree vis-à-vis set spatial, economic and social development indicators;
- Managing and updating municipal/integrated spatial database.

Please specify the lacking capacities, and the respective areas:

n/a.

**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

1 officer: 0 male- 1 female (DUEP)

Please present the professional background of the capacity available/ engaged in such processes:

She was not involved in planning processes (actually on maternity leave);

Please present the educational background of the capacity available/ engaged in such processes:

Bachelor of Ecology

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:  
16 officers (DUEP+MPT)

**Note:**

It is good to train all of them in order to get informed for SEA and related issues.

Please specify the lacking capacities, and the respective areas:

n/a.

<sup>19</sup> Ibid

E. DATA AND INFORMATION
<p><b>16. Has the municipality ever conducted qualitative and quantitative data and information research?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the process/es and the purposes:  Few individuals within different departments have some experience in conducting qualitative and quantitative data and information research (staff of Department of Geodesy drafted the Guideline for use of municipal properties, Strategy for Local Development drafted by Department of Agriculture and NGO Perspektiva supported by the Ministry of Agriculture etc);  Staff of Department of Public Services supported the drafting process of the Waste Management Plan drafted by GIZ and EcoStudio.</p>
<p><b>17. Has the municipality ever conducted digital data geo-referencing?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other:  n/a.</p> <p><b>If NO,</b>  Please elaborate:  The Department of Geodesy, Cadastre and Property has updated cadastral information's for 11 zones (out of 52 zones), while four (4) other zones are in process. This is ongoing process managed by Kosovo Cadastral Agency with support of World Bank.  Programmes used by the staff of this department are GIS, GEO-Media, AutoCad (supported by the Kosovo Cadastral Agency), but they still don't have consolidated cadastre database.  Geo-referencing for the previous MDP/UDP/Regulatory plans was done by consulting companies.</p>

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### 18. Has the municipality ever established a consolidated data and information system?

- Yes
- No

#### If YES

Please specify the data and information available:

n/a.

#### If YES,

Please specify the software, e.g. GIS system, Geo-Media system, Other:

n/a.

#### If NO,

Please elaborate:

#### Note/s:

Each department has its own data in Excel/Word format.

### 19. Is there a continuous data and information system update?

- Yes (on ad-hoc basis)
- No

#### If YES,

Please specify the update frequency:

The staff of Department of Urbanism reports on weekly, monthly, quarterly or annual basis for some of their daily tasks. But there is no systematic and comprehensive way of updating data in relation to spatial planning data/documents.

E.g. The Department for Finance, Development and Economy cannot update systematically the data regarding the registered businesses due to the lack of cars (needed to go to the field). The same situation is with the Department of Culture, Youth and Sports, who cannot update regularly the list of culture heritage monuments (the current state of monuments) due to the lack of vehicles.

#### If NO,

What are the sources of data and information used by the municipality:

The main sources of information are: all respective ministries, agencies, utility providers (KEDS, UNITETI, KRU)

### 20. Is there a department responsible to manage and maintain data and information system?

- Yes
- No

#### If YES,

Please specify the department:

n/a.

#### If NO,

Please elaborate:

Each municipal department has own sectoral data (Word and Excel) and they manage with those data.

F. LEGISLATIVE FRAMEWORK
<p><b>21. Is the municipality informed on the spatial planning and development management legislative framework?</b></p> <p><u>Reference:</u> Law on Spatial Planning and related Administrative Instructions (AIs).</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the level of understanding: <input checked="" type="checkbox"/> Good (informative) <input type="checkbox"/> Sufficient</p> <p><b>If NO,</b> Please elaborate: Although the interviewees said they have sufficient knowledge on the Law on Spatial Planning, based on our observations during the drafting/refreshing process of MDP it can be said that's not accurate. They have only basic knowledge on the content or requirements deriving from this law and related AIs.</p>
<p><b>22. Is the municipality informed on construction management legislative framework?</b></p> <p><u>Reference:</u> Law on construction and related AIs; Law on treatment of building without permit and related AIs.</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the level of understanding: <input checked="" type="checkbox"/> Good <input type="checkbox"/> Sufficient</p> <p><b>If NO,</b> Please elaborate:</p>
<p><b>23. Is the municipality informed on the sectoral planning and development management legislative framework?</b></p> <p><u>Reference:</u> Law on agricultural land and related AIs; Law on road infrastructure and related AIs; Law on economic zones and related AIs; Other.</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the level of understanding: <input checked="" type="checkbox"/> Good <input type="checkbox"/> Sufficient</p> <p><b>If NO,</b> Please elaborate:</p>

## Annex 6.2: Municipal Self-Assessment-Survey findings

### 24. Is the municipality informed on the environmental planning and management legislative framework?

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;  
Law on Environmental Impact Assessment and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good (basic)

Sufficient

**If NO,**

Please elaborate:

**Note/s:**

No SEA has been identified till now. Staff of D. Urbanisms has only basic information on SEA legislation.



G. FUNDING
<p><b>25. Is there any budget allocated for developing strategic/ operational spatial planning documents and processes (incl. public engagement)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the amount (current and following year):  Previous MDP (including public engagement)-70.000 EUR, 90% were spent (for A design + Atelier 4, consulting company that drafted MDP in 2010);  New MDP 2017-2025 (refreshing of the previous MDP) will be done by Vizion Project. It was said by D. of Urbanism that no additional budget was allocated for refreshing of the previous MDP, but the contracted company (Vizion Project) for Zoning Map expressed willingness to refresh the previous MDP and draft the SEA for new MDP with no additional cost;  For Zoning Map and 1 Detailed Regulatory Plan (city centre) - 60.000 EUR are allocated (the work will be done by Vizion Project).</p> <p><b>If NO,</b>  Please elaborate:</p>
<p><b>26. Is there any budget allocated for developing strategic/ operational sectoral planning documents and processes (incl. public engagement)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the amount (current and following year):  Some activities related to the development of strategic/operational planning documents and processes (inc public engagement) are supported but no specific data are available (due to turn-over of staff).  E.g. For drafting of the Strategy for Local Economic Development 2013-2017 were allocated ~10.000 EURO</p> <p><b>Note:</b>  Some funds are allocated for implementation of operational sectoral planning documents  E.g.  For implementation of the Waste Management Plan, specifically for the 1<sup>st</sup> phase of implementation have been allocated 46.000 EURO (to cover rural and urban zones with containers).</p> <p><b>If NO,</b>  Please elaborate:  Drafting of the waste management plan (including public management) was done by GIZ and EcoStudio.</p>
<p><b>27. Is there any budget allocated for developing strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the amount (current and following year):  No specific funds for SEA (for more see above Q.25).</p> <p><b>If NO,</b>  Please elaborate:</p>

H. COOPERATION AND COORDINATION
Local level- neighbouring municipalities
<p><b>28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:  Main cooperation takes place in the field of: joint road infrastructure projects, water and sewage system, waste management, exchange of information/experiences during the drafting process of MDP with South Mitrovica and Malisheve, exchange of information's with Drenas when drafting the Emergency Plan, exchange of information's regarding expropriation procedures (respective Departments of Geodesy and Cadastre in Skenderaj and Drenas) etc.</p> <p><b>If NO,</b>  Please specify the key issues preventing coordination/ cooperation:  n/a.</p>
<p><b>29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s (plus numbering), the authority/ies and the outcome so far:  -There is some institutional cooperation with: Municipality of Klina e Begut for water supply and road infrastructure; with South Mitrovica for water supply.  -There is MoU with M. of Vushtrri for joint market inspection (illegal sellers on the road).  -Cooperation with M. of Vushtrri for joint projects (example: 2 projects for collection and processing of medicinal herbs; 1 joint project for waste management; both supported by EU).  -Cooperation with M. of Mitrovica for waste management.  -Exchange of preliminary ideas with Drenas,Vushtrri, Skenderaj and Mitrovica for one regional project (landfill etc).  -Cooperation with M. of Drenas regarding Plans for emergency response (joint field exercises).</p> <p><b>If NO,</b>  Please specify the key issues preventing such a financial and operational partnership:  n/a.</p>

**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

- Yes
- No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

- Joint capital investments- technical infrastructure; transportation infrastructure; social facilities;
- Service delivery- healthcare; education; social protection; culture, youth and sports; public transportation; economic development, agriculture, water and sewage, and sectoral and integrated planning and management.

**If NO,**

Please specify the reasoning:

n/a.

**Central level- central and regional service/ utility providers**

**31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?**

- Yes
- No

**If YES,**

Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:

Public enterprises- Central level:

Power distribution- network development, management and maintenance:

- Public enterprise KEK, Branch office in Skenderaj.

Telecommunications- fixed, mobile and internet services- network development, management and maintenance:

- Public enterprise 'PTK-Vala', - Branch office in Skenderaj.

Shipping and mailing services:

- Public Enterprise 'PTK', - Branch office in Vushtrri.

Public enterprises- Regional/Local level:

Development, management and maintenance of infrastructure and services- water supply, waste management- collection/ disposal, public greenery and cemetery maintenance:

- Public Enterprise 'KRU', Mitrovice- Branch office in Skenderaj.
- Public Enterprise 'UNITETI', Mitrovice-Branch Office in Skenderaj.

**Note/s:**

M.of Skenderaj allocated 60.000 Euro to regional company 'Uniteti' for waste management in Koshtove. Refer to Stakeholder Mapping Matrix for details.

**If NO,**

Please specify the key issues preventing coordination/ cooperation:

**Central level- ministries and specialized agencies**

**32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?**

- Yes
- No

**If YES,**

Please specify the area/s, the authority/ies and the outcome of such a dialogue:

Municipality of Skenderaj (respective departments) has some coordination and cooperation activities with relevant ministries and agencies (e.g. Ministry of Finance, Ministry of Environment and Spatial Planning, Ministry of Infrastructure, Ministry of Trade and Industry, Institute of Spatial Planning, Kosovo Institute for Agriculture, Agency for Agriculture Development, Ministry of Local Government Administration, Kosovo Cadastral Agency , Agency on Management of Memorial Complexes of Kosovo, AVUK-Food and Veterinary Agency of Kosovo, Kosovo Protection Corps etc) in the field of transport, culture, education, infrastructure, agriculture, health, sanitary, spatial planning, environment, legislation, trade and industry, budget planning and investments etc.

**If NO,**

Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:

**33. Are there any coordination and cooperation activities with any authority/ies at the central level-ministries and specialized agencies when it comes to planning and service delivery?**

- Yes  
 No

**If YES,**

Please specify the area/s, the authority/ies (plus number of municipal and central officials involved<sup>20</sup>) and the outcome of such a coordination/ cooperation:

Municipality of Skenderaj has cooperation with all respective ministries/agencies: MF, MESP, MLGA, MPA, KCA, ISP, MLSW, MEST, MCYS, and KVFA etc<sup>21</sup>.

**Agriculture:**

-Delivery of grants and subventions by D. of Agriculture to farmers/farmer associations (support by Ministry of Agriculture)

-Project for collection of berries (supported by MESP)

**Education:**

(construction of gymnasium 'Hamez Jashari' in Skenderaj; primary school 'Deshmoret e Qyqavices' in Qirez; construction of sports hall in Turiqevc and construction of kindergarten 'Nena Zaide' in Skenderaj):

- M. of Skenderaj with support of Ministry of Education, Science and Technology.

**Recycling of grey waters:**

-Municipality of Skenderaj, Vushtrri, Mitrovica (ongoing discussion with Ministry of Finance, Ministry of Environment and Spatial Planning).

**Water management:**

-Request sent by MESP to D. of Public Services for a plot/land to be used for a landfill.

**Sewage system** (MoU between M. of Skenderaj and the Ministry of Environment and Spatial Planning):

- 3 projects for rehabilitation of sewage system in city of Skenderaj (10.000 EURO) and villages (Prekaz-Mikushnice-500.000 EURO; and village Runik-200.000 EURO).

**Infrastructure** (MoU between M. of Skenderaj and the M. of Infrastructure)<sup>22</sup>:

-Expansion of the road Rrezalle-Likovc (350.000 EURO by the Ministry of Infrastructure).

-Asphalting of the roads in village Izbice (250.000 EURO by the Ministry of Infrastructure).

**See attached:**

*For more please see the register of public capital projects (taken at the D. of Urbanism).*

Cooperation with International organizations:

- GIZ-supported technically and financially the drafting of 'Waste management plan' and other activities related to environment etc.
- Weng Fat Poultry (German-Dutch company) -Meat processing factory in Polac, Skenderaj, 2016
- EU and Council of Europe supported financially and technically the VET School 'Qendra e Kompetences' in Skenderaj
- EU Office in Kosovo, Wastewater Treatment Plant in Skenderaj, 2015

**If NO,**

Please specify the key issues preventing coordination/ cooperation; please specify the lacking capacities, and the respective areas:

<sup>20</sup>This aspect should be cross-checked with relevant departments in MESP and MLGA notably.

<sup>21</sup> Ministry of Finance, Ministry of Environment and Spatial Planning; Ministry of Local Government Administration, Ministry of Public Administration, Kosovo Cadastral Agency, Institute of Spatial Planning, Ministry of Labour and Social Welfare, Ministry of Education, Science and Technology, Ministry of Culture, Youth and Sports, and Kosovo Veterinary and Food Agency.

<sup>22</sup> <http://www.koha.net/arberi/496/ministria-e-infrastruktures-investon-600-mije-euro-ne-skenderaj/>

### 34. How do you assess current local-central policy dialogue, development, coordination of planning functions?

- Excellent
- Good
- Fair
- Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

- Cooperation/Coordination with central level should be intensified and harmonize in terms of development policies, especially in the field of tourism (historical and cultural), agriculture etc.
- MESP should go more often to municipalities to inform them for latest changes in legislation/legal reform/new requirements etc.

#### Self Assessment Questionnaire Respondents:

1. Driton Mulaj, Director of Urbanism
2. Sanije Ahmeti, Head of Urbanism
3. Feriz Dajaku, Officer for Urbanism and Housing affairs
4. Lulzim Kadriu, Director of Geodesy, Cadastre and Property
5. Ramiz Shala, Officer for field changes (Geodesy sector)
6. Murat Gashi, Director of Public Services
7. Sokol Hoxha, Head of Sector for Emergencies
8. Nagip Deliu, Officer for emergencies
9. Rifat Bajraktari, Head of Sector for Economic Development
10. Sabit Ferizi, Head of Sector for Agriculture
11. Xhevat Dervishi, Youth Officer
12. Hyka Imeri, Gender Officer

Skenderaj, December 2016-January 2017

#### Focus Group:

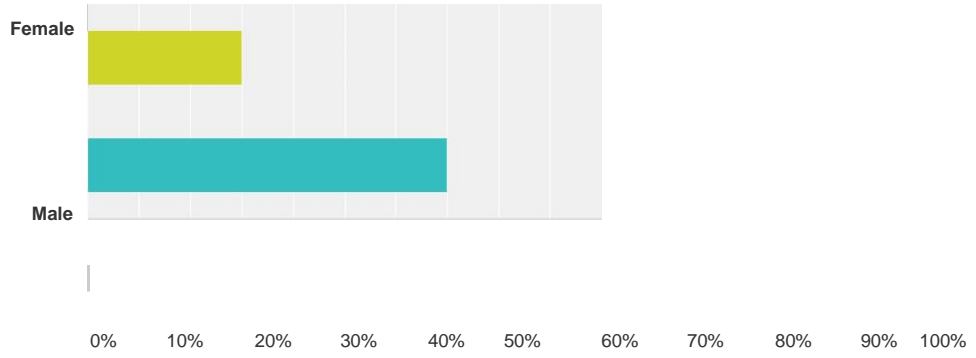
1. Sanije Ahmeti, Head of Urbanism
2. Feriz Dajaku, Officer for Urbanism and Housing
3. Adem Muharremi, Officer for Capital Projects
4. Halit Xhema, Head of Municipal Budget
5. Rifat Bajraktari, Head of Sector for Economic Development
6. Sabit Ferizi, Head of Sector for Agriculture
7. Abedin Veliu, Head of Sector for Property
8. Bahri Sejdiu, Officer (D. of Culture)
9. Valon Haliti, Chief of Inspectorate
10. Zen Rushiti, Construction Inspector
11. Feriz Rexhepi, Public services inspector
12. Hyka Imeri, Gender Officer

Skenderaj, March 2017

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q1 What is your gender?**

Answered: 10 Skipped: 0

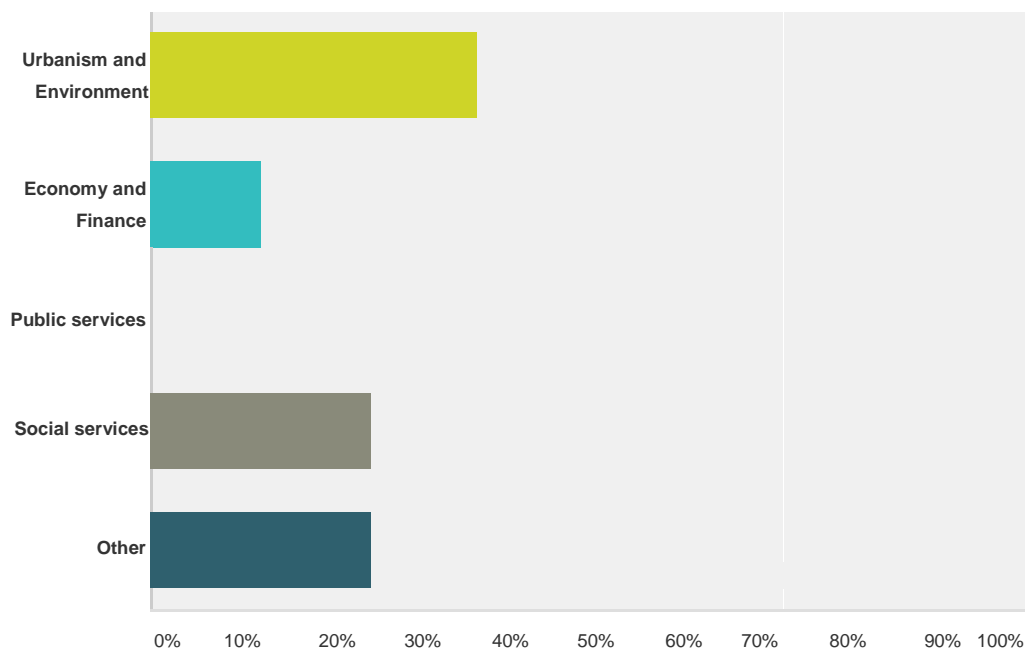


Answer Choices	Responses	
Female	30.00%	3
Male	70.00%	7
<b>Total</b>		<b>10</b>

Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q2 What is your Department/Unit?

Answered: 8 Skipped: 2



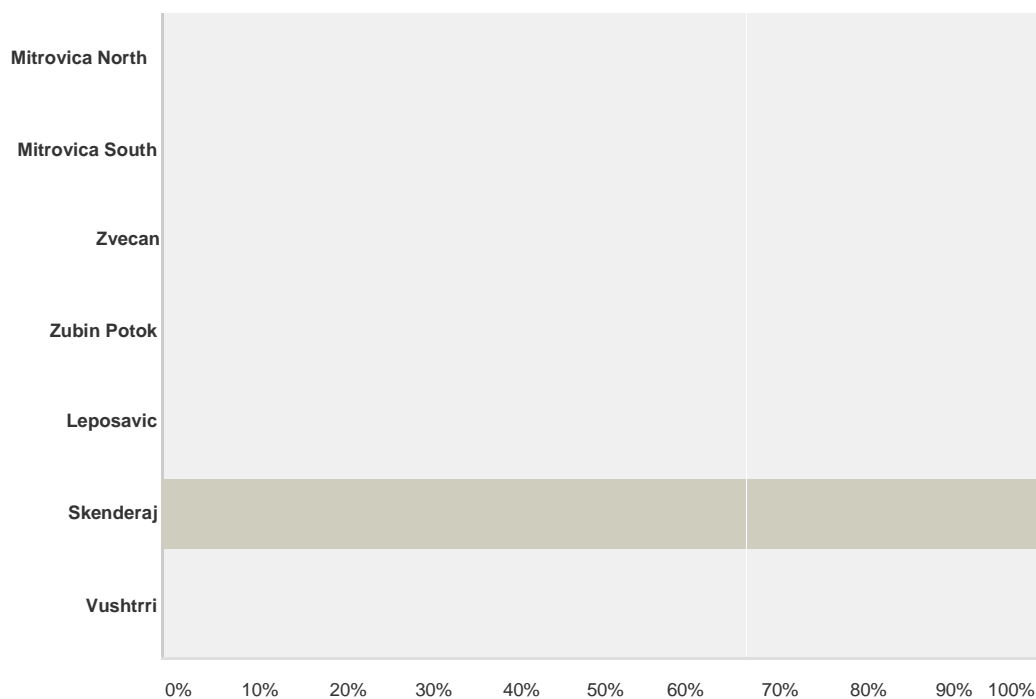
Answer Choices	Responses
Urbanism and Environment	37.50% 3
Economy and Finance	12.50% 1
Public services	0.00% 0
Social services	25.00% 2
Other	25.00% 2
<b>Total Respondents: 8</b>	



**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q3 Please select your Municipality:**

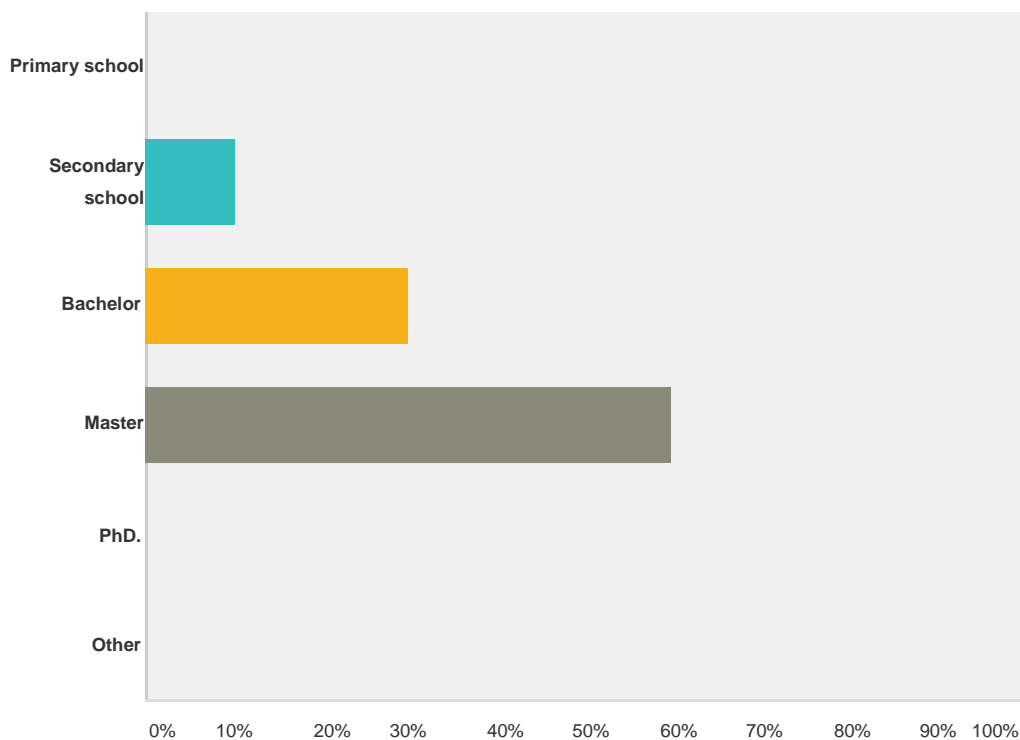
Answered: 10 Skipped: 0



Answer Choices	Responses	
Mitrovica North	0.00%	0
Mitrovica South	0.00%	0
Zvecan	0.00%	0
Zubin Potok	0.00%	0
Leposavic	0.00%	0
Skenderaj	100.00%	10
Vushtrri	0.00%	0
<b>Total</b>		<b>10</b>

**Q4 What is your highest level of formal education obtained:**

Answered: 10 Skipped: 0



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	10.00%	1
Bachelor	30.00%	3
Master	60.00%	6
PhD.	0.00%	0
Other	0.00%	0
<b>Total</b>		<b>10</b>

## Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

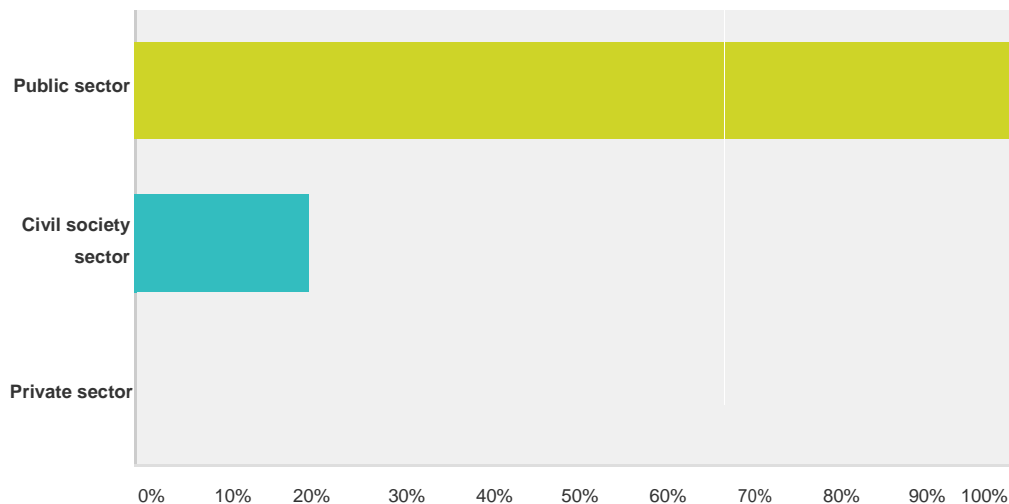
### Q5 What is your main field of study?

Answered: 10 Skipped: 0

#	Responses	Date
1	<b>Architecture</b> Fakulteti i Arkitektures	4/13/2017 1:37 PM
2	Pedagogji	4/12/2017 11:09 AM
3	<b>Other</b> Gjimnazi (shkenca natyrore)	4/12/2017 11:01 AM
4	<b>Other</b> Gjuhë dhe Letërsi Shqipe	4/12/2017 10:34 AM
5	<b>Agriculture</b> Fakulteti i Bujqesise-Mbrojtja e Bimeve	4/12/2017 9:54 AM
6	<b>LAw</b> Juridik	4/11/2017 2:19 PM
7	<b>LAw</b> Juridiku	3/24/2017 11:13 AM
8	<b>LAw</b> Drejtësia -Juridik	3/24/2017 10:23 AM
9	<b>Architecture</b> Arkitekturë	3/22/2017 10:32 AM
10	<b>Agriculture</b> Fakulteti i Bujqësisë, Master në Menaxhment Nderkombëtar	3/21/2017 4:11 PM

**Q6 Please select sectors of your professional experience.**

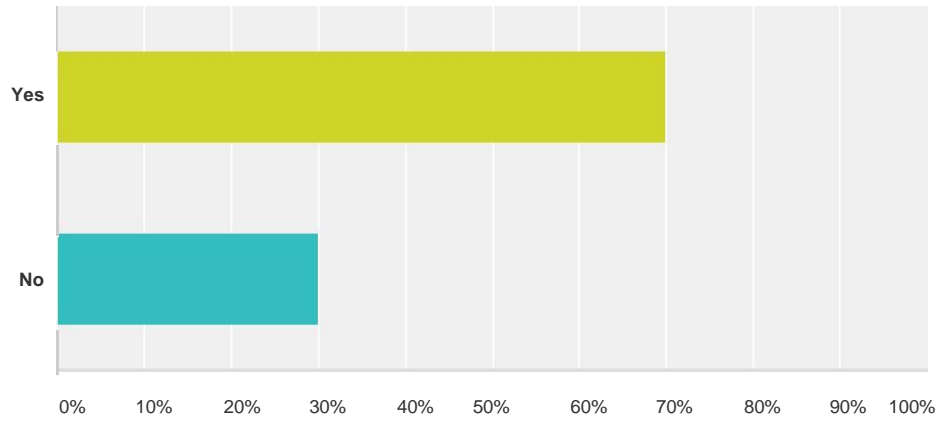
Answered: 10 Skipped: 0



Answer Choices	Responses	
Public sector	100.00%	10
Civil society sector	20.00%	2
Private sector	0.00%	0
<b>Total Respondents: 10</b>		

**Q7 Have you ever been involved in any activity related to planning processes?**

Answered: 10 Skipped: 0

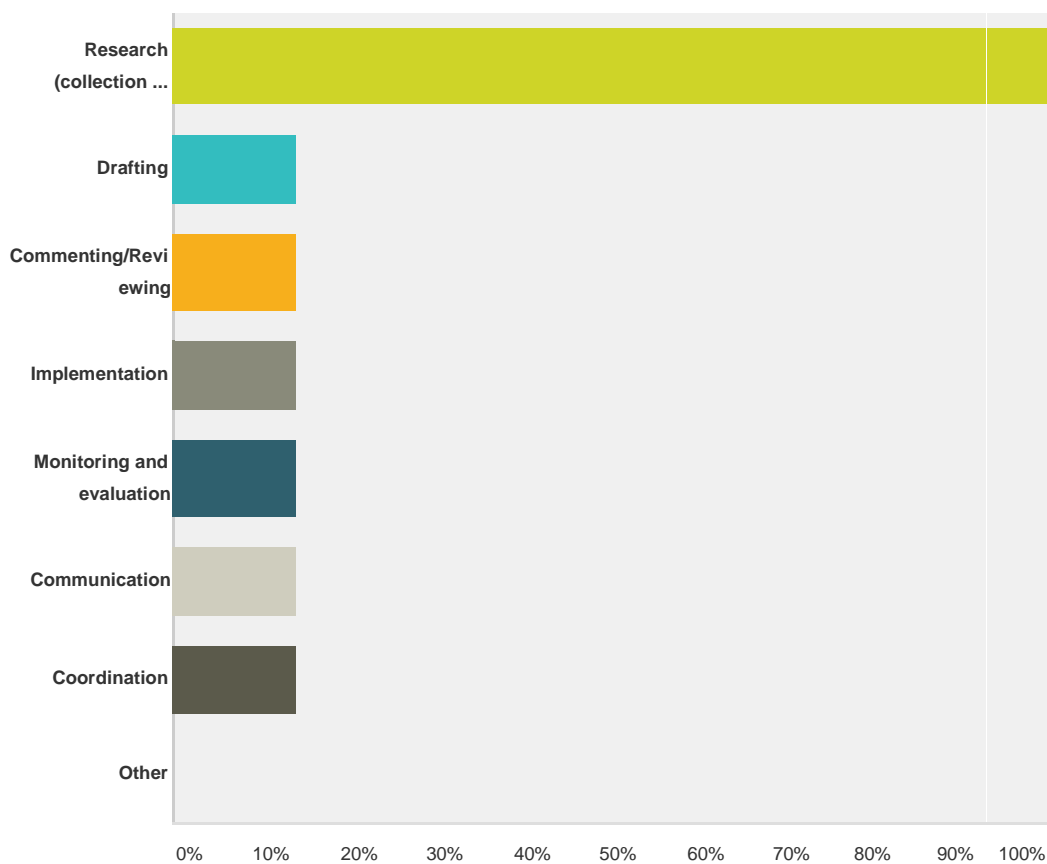


Answer Choices	Responses	
Yes	70.00%	7
No	30.00%	3
<b>Total</b>		<b>10</b>

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q8 If yes, please select applicable options:**

Answered: 7 Skipped: 3

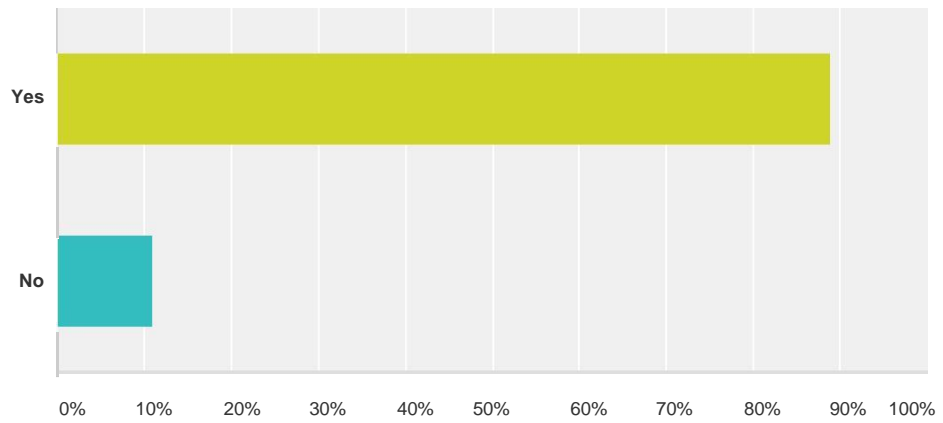


Answer Choices	Responses
Research (collection and analysis of data)	100.00% 7
Drafting	14.29% 1
Commenting/Reviewing	14.29% 1
Implementation	14.29% 1
Monitoring and evaluation	14.29% 1
Communication	14.29% 1
Coordination	14.29% 1
Other	0.00% 0
<b>Total Respondents: 7</b>	

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?**

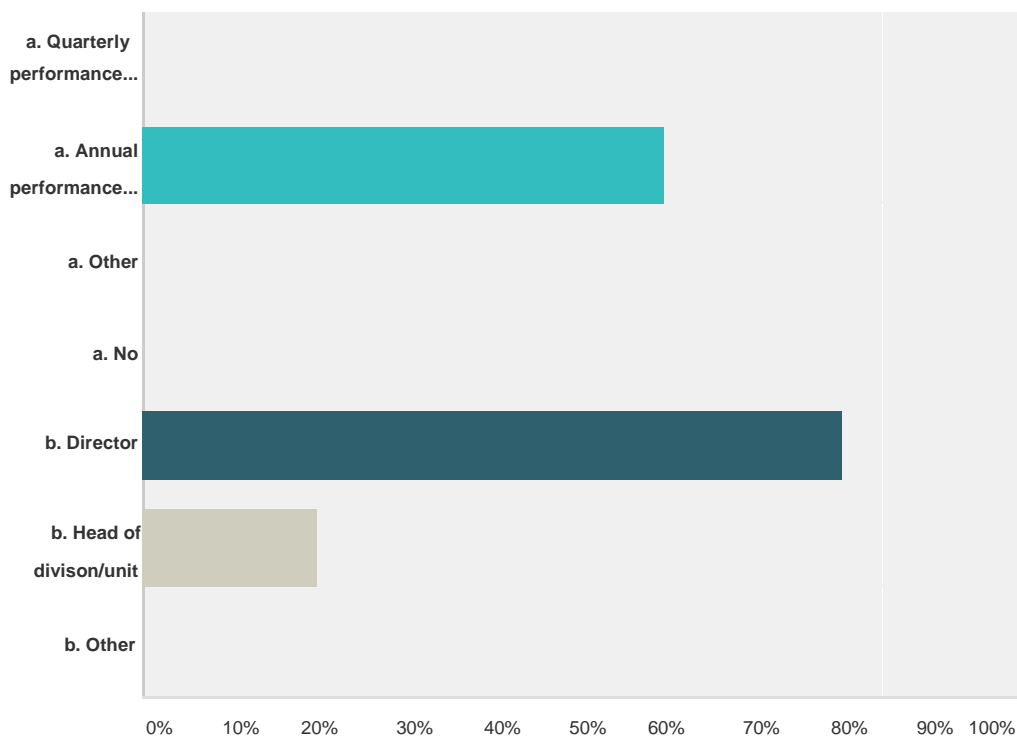
Answered: 9 Skipped: 1



Answer Choices	Responses	
Yes	88.89%	8
No	11.11%	1
<b>Total</b>		<b>9</b>

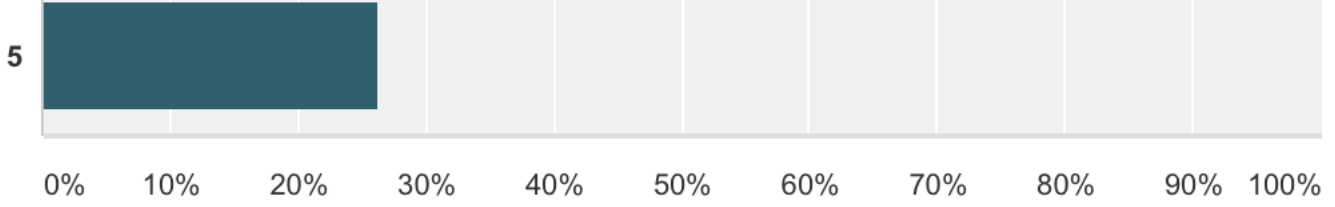
**Q10 How and by whom is your job performance evaluated?**  
**Please select one option under a. and if applicable select one under b.**

Answered: 10 Skipped: 0



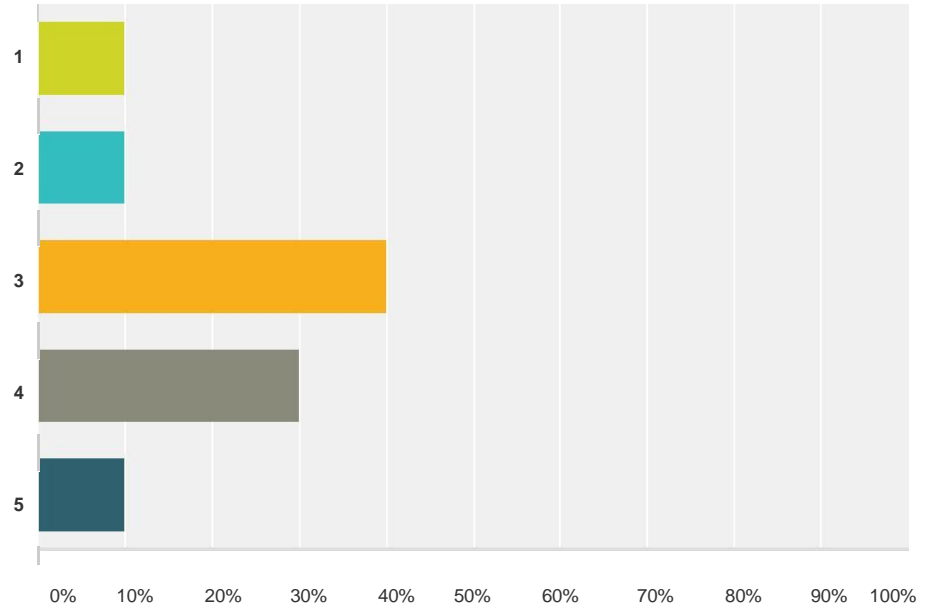
Answer Choices	Responses	
a. Quarterly performance assessment	0.00%	0
a. Annual performance assessment	60.00%	6
a. Other	0.00%	0
a. No	0.00%	0
b. Director	80.00%	8
b. Head of divison/unit	20.00%	2
b. Other	0.00%	0
<b>Total Respondents: 10</b>		





**Q11 What is your level of satisfaction with the current methods of performance evaluation?  
(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**

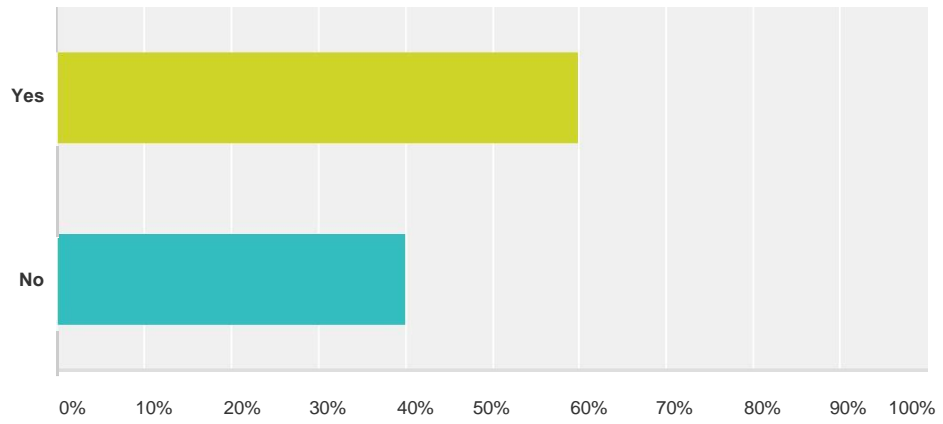
Answered: 10 Skipped: 0



Answer Choices	Responses	
1	10.00%	1
2	10.00%	1
3	40.00%	4
4	30.00%	3
5	10.00%	1
<b>Total</b>		<b>10</b>

**Q12 Is there any incentive for employees (e.g. acces to training facilities, opportunity to share experiences, study visits, change of job position etc)?**

Answered: 10 Skipped: 0



Answer Choices	Responses	
Yes	60.00%	6
No	40.00%	4
<b>Total</b>		<b>10</b>

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q13 Please enter number of years in your current post:**

Answered: 10 Skipped:0

#	Responses	Date
1	<b>more than 16</b> From1980.	4/13/2017 1:37 PM
2	<b>6-10</b> 6	4/12/2017 11:09 AM
3	<b>more than 16</b> 35 years	4/12/2017 11:01 AM
4	<b>6-10</b> Six years	4/12/2017 10:34 AM
5	<b>0-5</b> 5 years	4/12/2017 9:54 AM
6	<b>0-5</b> 2	4/11/2017 2:19 PM
7	<b>6-10</b> 8	3/24/2017 11:13 AM
8	<b>0-5</b> 2 years and 5 months	3/24/2017 10:23 AM
9	<b>6-10</b> 9	3/22/2017 10:32 AM
10	<b>0-5</b> 5	3/21/2017 4:11 PM

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

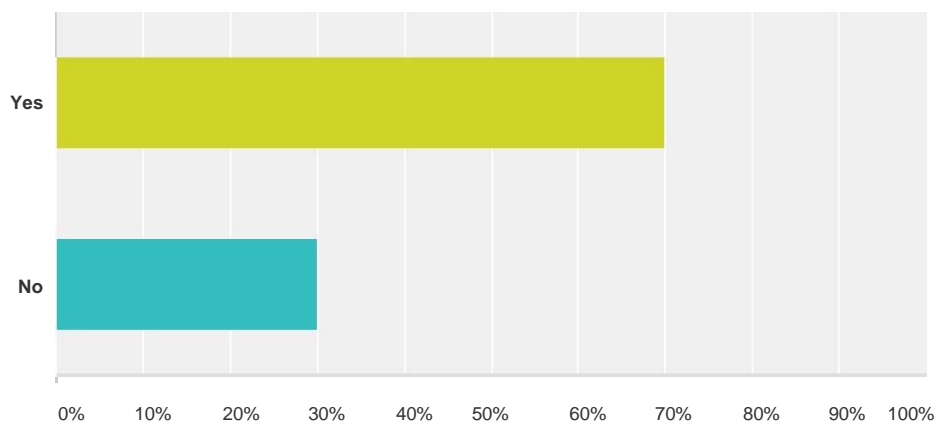
**Q14 Please enter number of staff you are supervising:**

Answered: 10 Skipped: 1

#	Responses	Date
1	0 0	4/13/2017 1:37 PM
2	0 0	4/12/2017 11:01 AM
3	0 0	4/12/2017 10:34 AM
4	1-5 4 veta	4/12/2017 9:54 AM
5	1-5 1	4/11/2017 2:19 PM
6	1-5 5	3/24/2017 11:13 AM
7	1-5 3	3/24/2017 10:23 AM
8	6-10 7	3/22/2017 10:32 AM
9	1-5 2	3/21/2017 4:11 PM

**Q15 During your job carrier within municipality, did you have any professional training?**

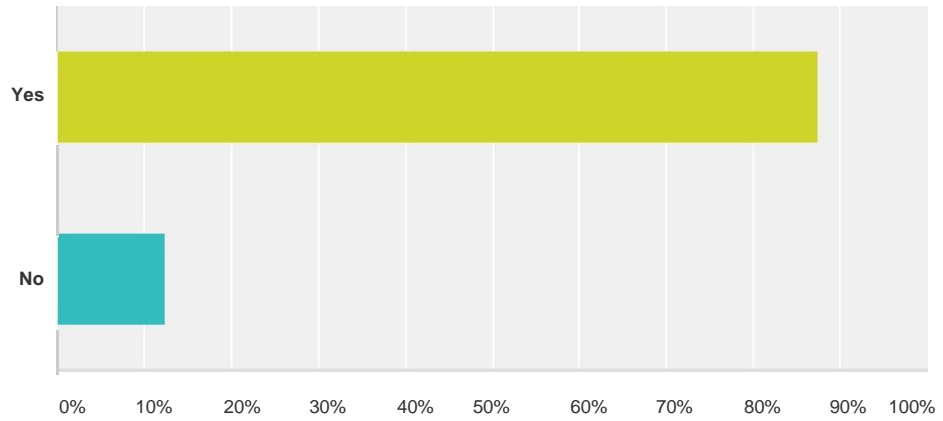
Answered: 10 Skipped: 0



Answer Choices	Responses
Yes	70.00% 7
No	30.00% 3
<b>Total</b>	<b>10</b>

**Q16 Did you change your working practice after completion of the professional training?**

Answered: 8 Skipped: 2



Answer Choices	Responses	
Yes	87.50%	7
No	12.50%	1
<b>Total</b>		<b>8</b>

## Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

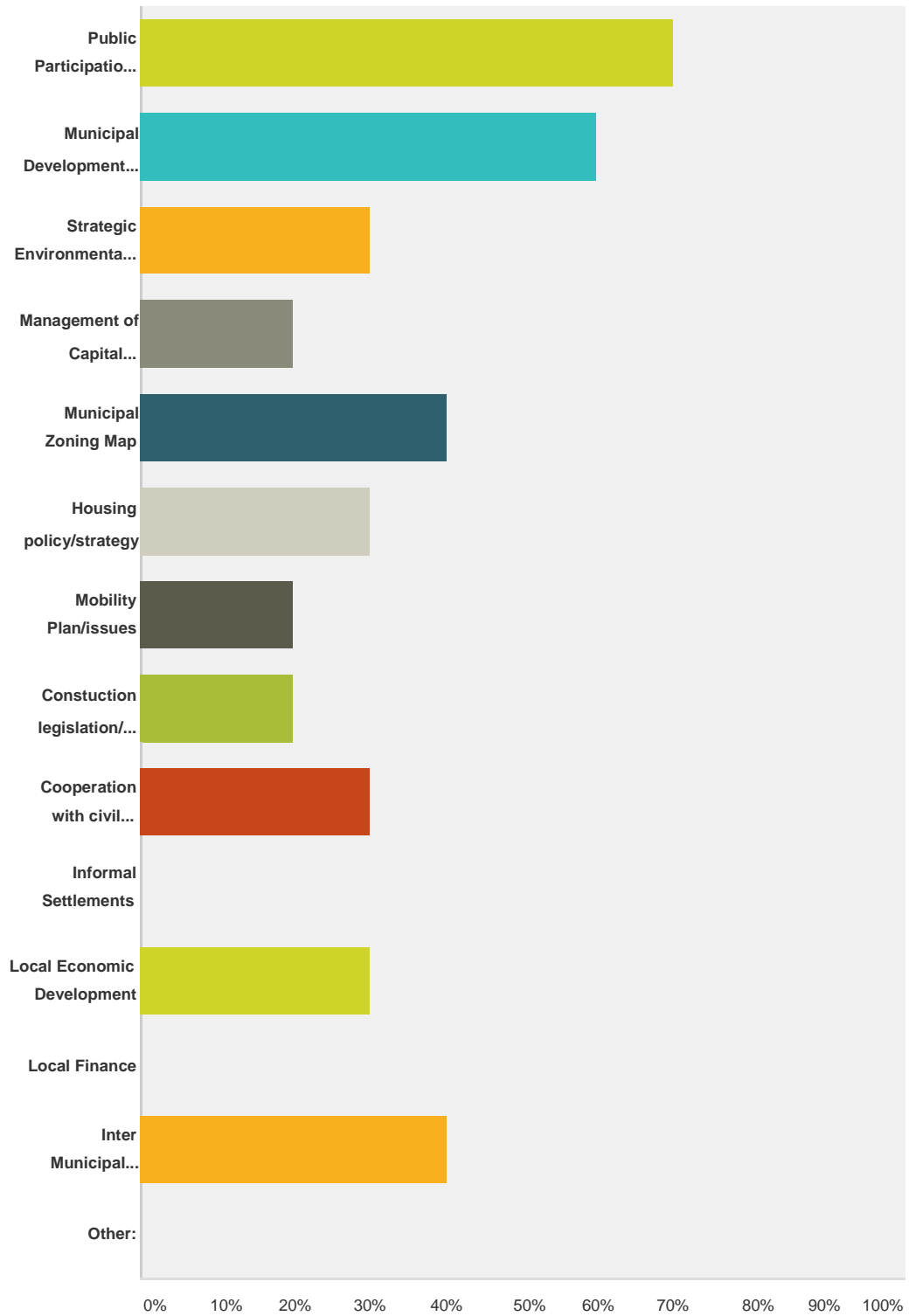
### Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?

Answered: 9 Skipped: 1

#	Responses	Date
1	Training related to MDP.	4/13/2017 1:37 PM
2	Professional trainings related to our work and management.	4/12/2017 11:09 AM
3	Trainings on emergencies (natural disasters etc).	4/12/2017 11:01 AM
4	Trainings on how to manage with historic and cultural heritage.	4/12/2017 10:34 AM
5	Trainings related to support of farmers (advisory services).	4/12/2017 9:54 AM
6	Trainings on how to draft legal decisions (municipal).	4/11/2017 2:19 PM
7	Training on latest practices for law implementation.	3/24/2017 11:13 AM
8	Training on how to implement laws and AIs in the field of construction.	3/24/2017 10:23 AM
9	Strategic planning and management of human resources.	3/21/2017 4:11 PM

**Q18 Which of the following of these new themes would you be interested in?**

Answered: 10 Skipped: 0



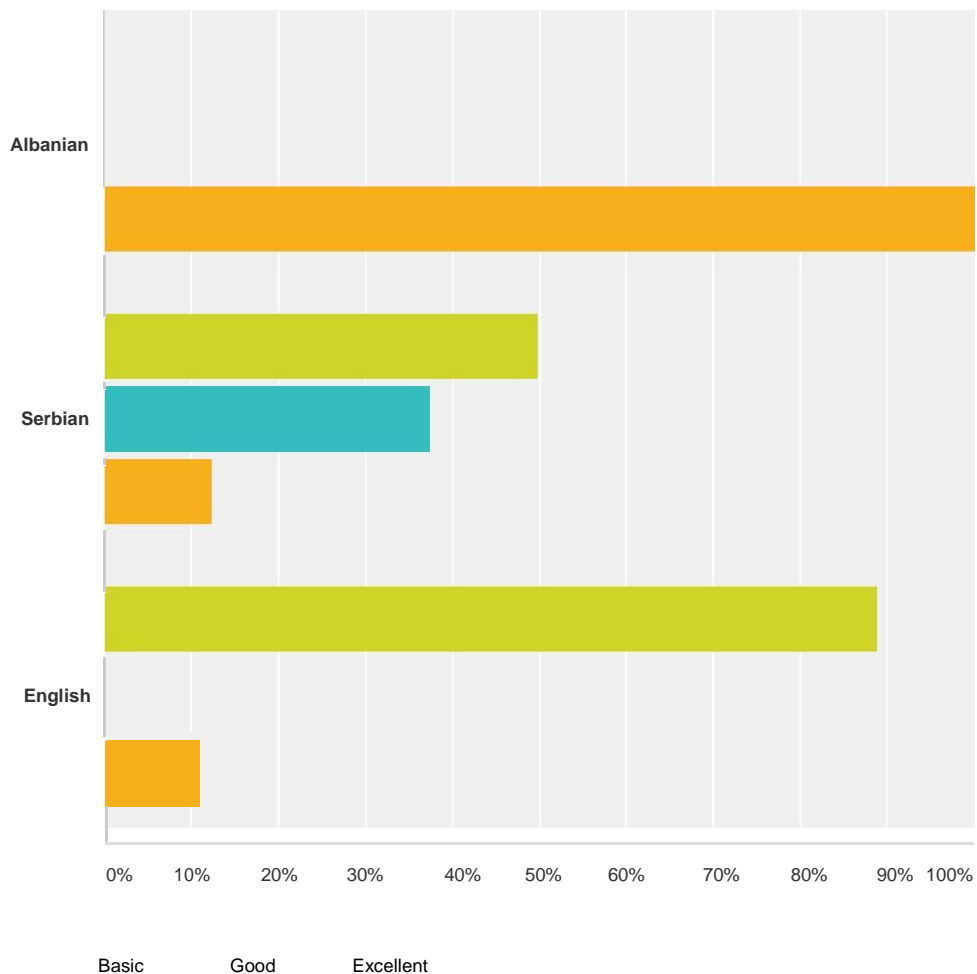


### Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Answer Choices	Responses	
Public Participation in Spatial Planning	70.00%	7
Municipal Development Plan	60.00%	6
Strategic Environmental Assessment	30.00%	3
Management of Capital Investment Projects	20.00%	2
Municipal Zoning Map	40.00%	4
Housing policy/strategy	30.00%	3
Mobility Plan/issues	20.00%	2
Constuction legislation/policies	20.00%	2
Cooperation with civil society	30.00%	3
Informal Settlements	0.00%	0
Local Economic Development	30.00%	3
Local Finance	0.00%	0
Inter Municipal Cooperation	40.00%	4
Other:	0.00%	0
<b>Total Respondents: 10</b>		

### Q19 Which are your language skills?

Answered: 10 Skipped: 0

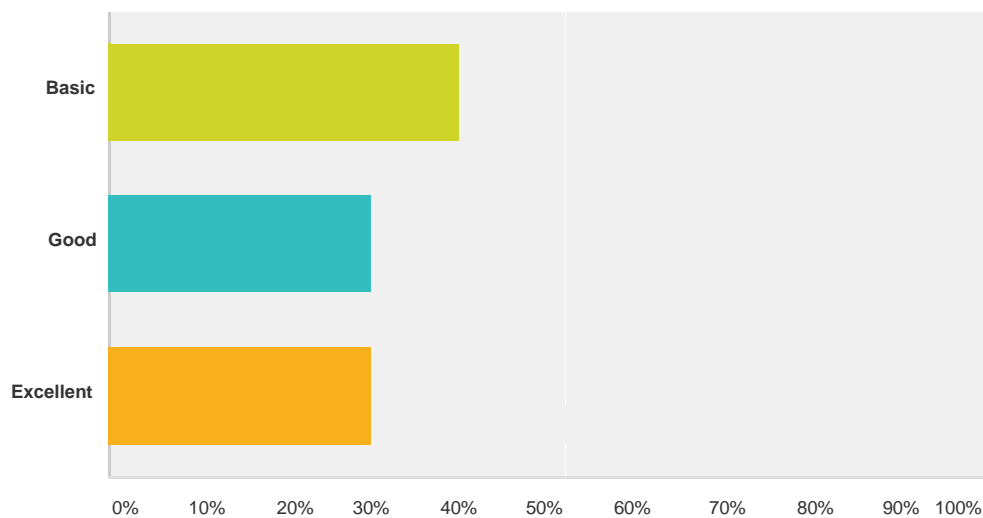


	Basic	Good	Excellent	Total
Albanian	0.00% 0	0.00% 0	100.00% 8	8
Serbian	50.00% 4	37.50% 3	12.50% 1	8
English	88.89% 8	0.00% 0	11.11% 1	9

Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q20 What is your knowledge of Microsoft Office package use?

Answered: 11 Skipped: 0

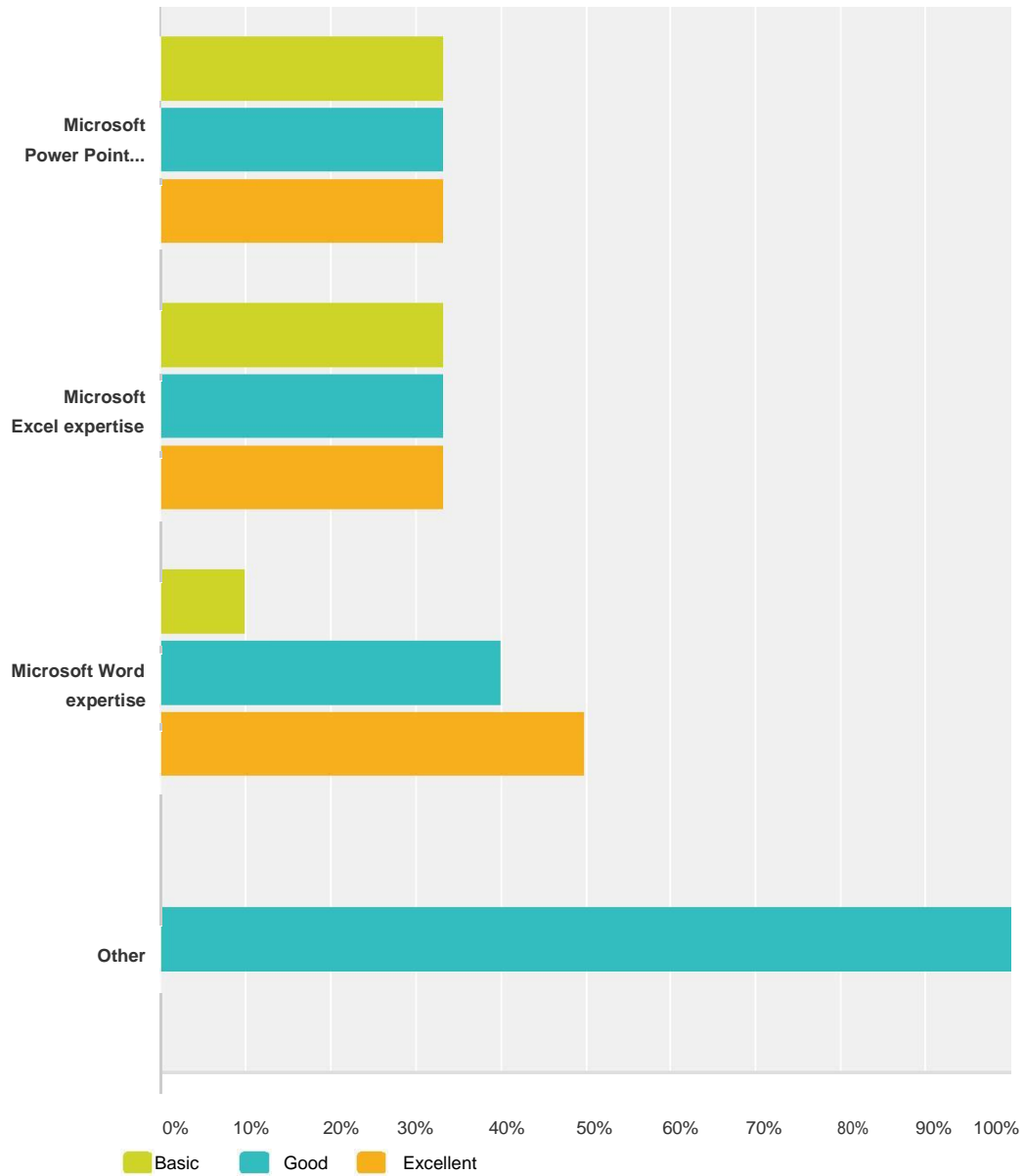


Answer Choices	Responses
Basic	40.00% 4
Good	30.00% 3
Excellent	30.00% 3
<b>Total</b>	<b>10</b>

Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q21 Please select type and level Basic, Good or Excellent for each:

Answered: 10 Skipped: 0

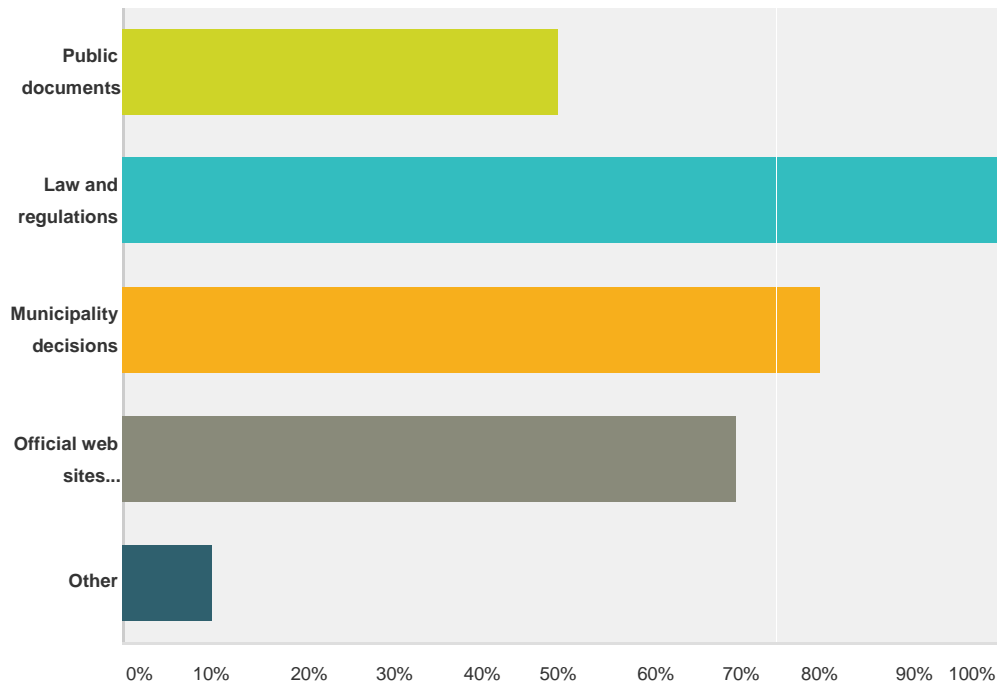


	Basic	Good	Excellent	Total
Microsoft Power Point expertise	33.33% 3	33.33% 3	33.33% 3	9
Microsoft Excel expertise	33.33% 3	33.33% 3	33.33% 3	9
Microsoft Word expertise	10.00% 1	40.00% 4	50.00% 5	10
Other	0.00% 0	100.00% 1	0.00% 0	1

Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

**Q22 What kind of sources you professionally use for data collection?**

Answered: 10 Skipped: 0

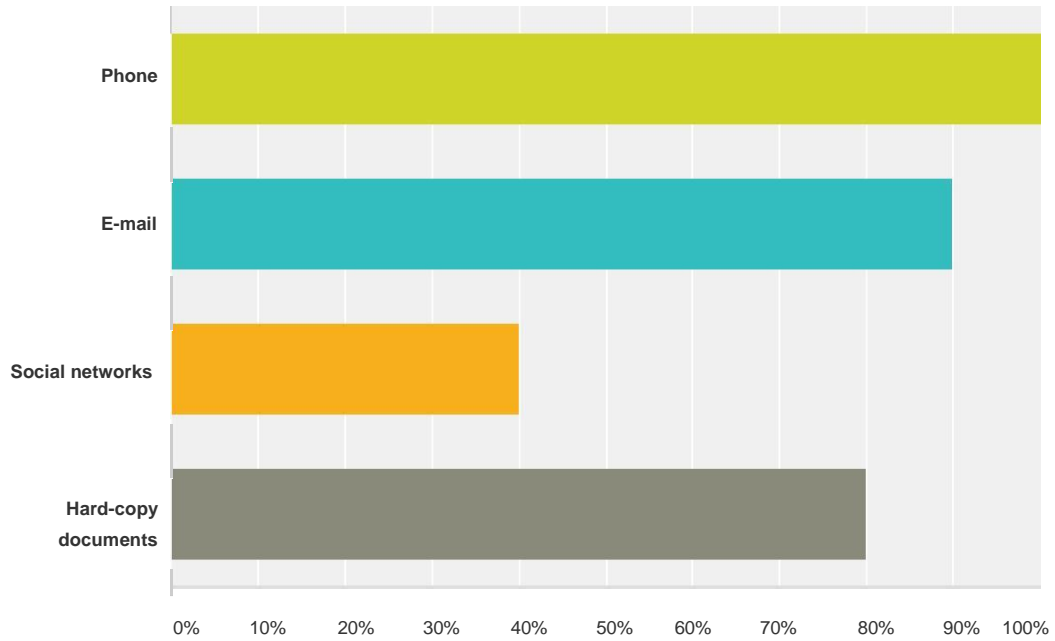


Answer Choices	Responses	
Public documents	50.00%	5
Law and regulations	100.00%	10
Municipality decisions	80.00%	8
Official web sites information	70.00%	7
Other	10.00%	1
<b>Total Respondents: 10</b>		

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q23 What are your official communication tools?**

Answered: 10 Skipped: 0

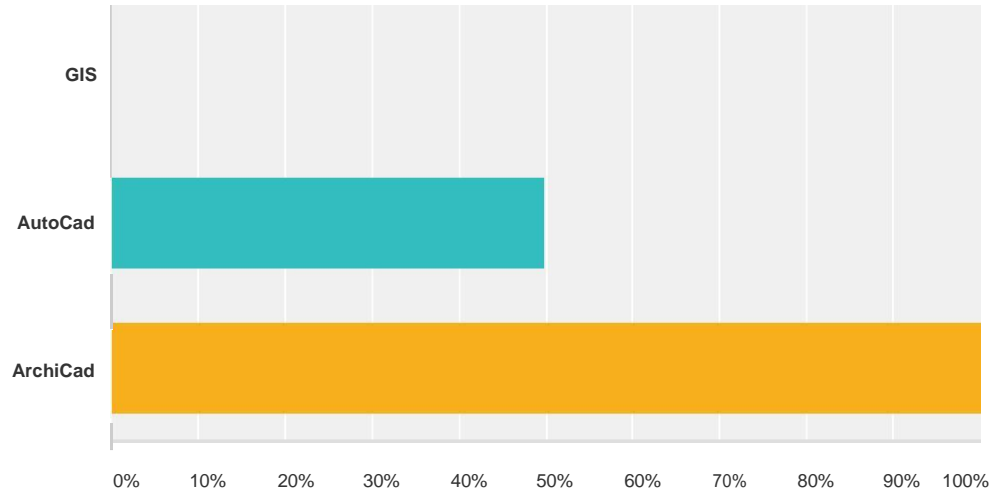


Answer Choices	Responses	
Phone	100.00%	10
E-mail	90.00%	9
Social networks	40.00%	4
Hard-copy documents	80.00%	8
<b>Total Respondents: 10</b>		

**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q24 Are you using any of the listed softwares for your daily job? If NO, please proceed to next question. If YES, please select the respective ones:**

Answered: 2 Skipped: 8

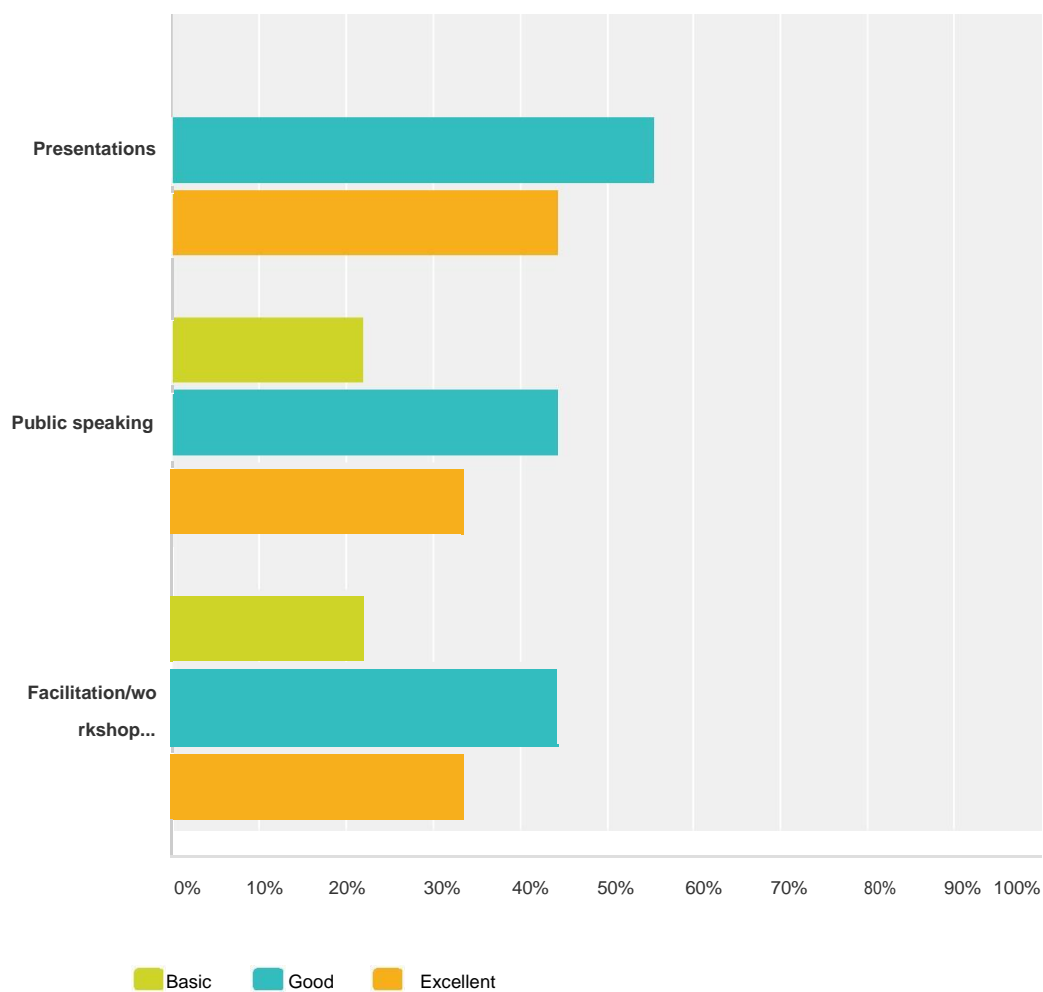


Answer Choices	Responses	
GIS	0.00%	0
AutoCad	50.00%	1
ArchiCad	100.00%	2
<b>Total Respondents: 2</b>		

## Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)

### Q25 What are your skills in the following categories?

Answered: 10 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	0.00% 0	55.56% 5	44.44% 4	9
Public speaking	22.22% 2	44.44% 4	33.33% 3	9
Facilitation/workshop experience	22.22% 2	44.44% 4	33.33% 3	9



**Annex 6.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q26 Please insert any additional comment you may have**

Answered: 2 Skipped: 8

#	Responses	Date
1	Thanks!	4/12/2017 10:34 AM
2	I think there is a need for more trainings for legal officers because there are no trainings on this field.	3/24/2017 10:23 AM

## Annex 6.4: Register of Planning Documents

### MUNICIPALITY OF SKENDERAJ

Register of statutory strategic and operational spatial planning documents formulated by the government at the local level based on the administrative system of Kosovo.

*Source: Municipality of Skenderaj*

#### Government at the local level

##### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	Urban Development Plan 2011-2018
Coverage area	n/a
Drafted:	2010
Amended:	n/a
Status:	Approved
Drafting authority:	Consulting company 'ADesign'+ '4Atelier';
Decision making authority:	Municipal Assembly, Municipality of Skenderaj,
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes

Type of document:	Municipal Spatial Plan
Title of the document:	New Municipal Development Plan 2017-2025
Coverage area	n/a
Drafted:	2016-ongoing (continuation of <i>Old MDP drafted in 2010</i> )
Amended:	n/a
Status:	In process
Drafting authority:	New MDP, Consulting Company 'Vision Project' <i>Previous MDP, Consulting company 'ADesign'+ '4Atelier';</i>
Decision making authority:	Municipal Assembly, Municipality of Skenderaj,
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes

##### Operational spatial planning documents:

Type of document:	Urban Regulation Plan
Title of the document:	Urban Regulation Plan 2011-2016, Municipality of Skenderaj;
Coverage area	n/a
Drafted:	2011
Amended:	n/a
Status:	Outdated
Drafting authority:	Consulting company 'LIN project'
Decision making authority:	Municipal Assembly, Municipality of Skenderaj;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Print
Availability:	n/a

## Annex 6.4: Register of Planning Documents

Type of document:	Detailed Regulation Plan
Title of the document:	Detailed Regulatory Plan (1 zone in city center), Municipality of Skenderaj;
Coverage area	n/a
Drafted:	In process
Amended:	n/a
Status:	n/a
Drafting authority:	Consulting company 'Vision Project' (contracted)
Decision making authority:	Municipal Assembly, Municipality of Skenderaj;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital/Print
Availability:	No

Type of document:	Municipal Zoning Map
Title of the document:	Zoning Map, Municipality of Skenderaj;
Coverage area	n/a
Drafted:	In process (company contracted)
Amended:	n/a
Status:	n/a
Drafting authority:	Consulting company 'Vision Project' (contracted)
Decision making authority:	Municipal Assembly, Municipality of Skenderaj;
Legal basis:	n/a
Language/s:	n/a
Format available:	n/a
Availability:	n/a

### Strategic multi-sectorial planning documents:

Type of document:	Multi-sectoral strategy
Title of the document:	Strategy for Local Economic Development 2013- 2017, Municipality of Skenderaj;
Coverage area	n/a
Drafted:	2013;
Amended:	n/a
Status:	Valid;
Drafting authority:	REA consulting company Municipality of Skenderaj;
Decision making authority:	Municipal Assembly, Municipality of Skenderaj;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes.

Type of document:	Action Plan
Title of the document:	Waste Management Plan 2016- 2020, Municipality of Skenderaj;
Coverage area	n/a
Drafted:	2015;
Amended:	n/a
Status:	Valid;
Drafting authority:	Municipality of Skenderaj; The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)+EcoStudio
Decision making authority:	Municipal Assembly, Municipality of Skenderaj;
Legal basis:	n/a
Language/s:	Albanian
Format available:	Digital-pdf
Availability:	Yes.

#### Annex 6.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Youth Action Plan, Municipality of Skenderaj
Coverage area	n/a
Drafted:	2010
Amended:	n/a
Status:	Not approved in the assembly (due to the lack of budget)
Drafting authority:	Department of Culture, Youth and Sports, Municipality of Skenderaj.
Decision making authority:	Municipal Assembly, Municipality of Skenderaj.
Legal basis:	n/a
Language/s:	n/a
Format available:	n/a
Availability:	n/a

**Most of the listed documents are available online:**

<https://kk.rks-gov.net/skenderaj/>

## Annex 6.5: Register of Capital Projects

### MUNICIPALITY OF SKENDERAJ

Register of capital projects implemented (or implementation process) by the government at the local and central level, and the international organizations, in 2016 -2018

*Source: D. of Urbanism, Municipality of Skenderaj*

#### Government at the local level

#	Project description:	2016 (EURO)	2017 (EURO)	2018 (EURO)	Quantity/ unit:	Amount: (Total EURO)
1.	Draft the technical projects <b>(new)</b>	50.000	95.631	100.000	na	245.631
2.	Construction of sewage system in the city of Skenderaj <b>(new)</b>	22.000	40.000	50.000	na	112.000
3.	Construction of sewage system in villages: Qirez, Prekaz, Llaushe, Kline e ulet, Qitak, Padalishte, Kllodernice, Kopiliq, Turiqevs <b>(new)</b>	90.000	655.000	1.361.000	na	<b>2.106.000</b>
4.	Construction of water supply in villages <b>(new)</b>	-	80.000	80.000	na	160.000
5.	Expansion of the avenue Adem Jashari <b>(new)</b>	-	100.000	200.000	na	300.000
6.	Construction of sidewalk in Llaushe <b>(new)</b>	30.000	-	-	na	30.000
7.	Maintenance (cleaning) of roads and green spaces – summer period <b>(new)</b>	35.000	35.000	35.000	na	105.000
8.	Maintenance and repair of roads <b>(ongoing)</b>	60.000	112.000	120.000	na	292.000
9.	Construction of sewage system in village Polac <b>(ongoing)</b>	130.000	50.000	-	na	180.000
10.	Construction of road infrastructure: Segment 2 of lane city ring and Road in Kline <b>(ongoing)</b>	355.852	120.000	-	na	475.852
11.	Asphalting of the roads: Runik, Vitak, Kllodernice, Polac, Makermal, Likovc, Plluzhine, Llaushe, Obri, Murge, Dashevc, Baks, Qytet, Kline, Llaushe, Izbice, Muhaxheraj, Qirez <b>(ongoing)</b>	1.125.881	1.042.000	490.000	na	<b>2.657.881</b>
12.	Construction of main Health Family Centre in Skenderaj <b>(ongoing)</b>	127.000	-	-	na	127.000
13.	Regulation of yard for the Health Family Centre in Skenderaj-including interior and equipments <b>(new)</b>	94.400	-	-	na	94.400
14.	Demolishing the old buildings <b>(ongoing)</b>	50.000	-	-	na	50.000
15.	Expropriation of land <b>(new)</b>	50.000	50.000	-	na	100.000
16.	Buying construction materials for homeless people <b>(ongoing)</b>	35.000	-	-	na	35.000

## Annex 6.5: Register of Capital Projects

17.	Construction of roof for the new school building in Qirez (new)	104.990	30.000	50.000	na	184.990
18.	Co-financing fund (new)	167.650	130.000	130.000	na	427.650
19.	Other (new)	100.000	40.000	45.000	na	185.000
	<b>Total</b>	<b>2.682.773</b>	<b>2.579.631</b>	<b>2.666.013</b>	na	<b>7.928.416</b>

### Government at the central level

#### **Ministry of infrastructure (2017)**

#	Project description:	Quantity/ unit:	Amount:
1.	Expansion of the road Rrezalle-Likovc	na	350.000 EURO
2.	Asphalting of the roads in village Izbice	na	250.000 EURO
	<b>Total</b>		<b>600.000 EURO</b>

#### **Ministry of Environment and Spatial Planning (2017)**

#	Project description:	Quantity/ unit:	Amount:
1.	Rehabilitation of the sewage system in Prekaz-Mikushnice	na	500.000 EURO
2.	Rehabilitation of the sewage system in Runik	na	250.000 EURO
3.	Rehabilitation of the sewage system in Skenderaj	na	10.000 EURO
	<b>Total</b>		<b>710.000 EURO</b>

**TOTAL (government at central level): 1.310.000 EURO**

### International organizations

#### **European Union Office in Kosovo- 2015 and 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Wastewater Treatment Plant	na	na
2.	VET School 'Qendra e Kompetences' (EU and Council of Europe)	na	na

#### **Weng Fat Poultry (German-Dutch Company) 2016**

#	Project description:	Quantity/ unit:	Amount:
1.	Meat processing factory in Polac	na	na

## Annex 6.5: Register of Capital Projects

### MUNICIPALITY OF SKENDERAJ

#### Register of stakeholders

WHO	AREAS OF ENGAGEMENT	MAIN ACHIEVEMENTS	ONGOING PROJECTS	PLANNED PROJECTS	ROLE/ MEMBERSHIP IN COORDINATION MECHANISMS	LEVEL OF STAKE-INFLUENCE **	GENDER MARKER *****
Local administration							
Department of Urbanism and Environment Protection (DUEP)	Urban/Spatial and Environmental planning and development management.	Issuing construction permits for private developments; Implementation of capital investment projects/ public facilities, public space and mobility (Square Adem Jasharri) with the support of IOM and other donors.	Drafting of the MDP (including SEA) by consulting company; Zoning Map (contracted) Detail Regulatory Plan (for one in city centre (contracted). Construction (finalisation) of the main Family Health Centre in Skenderaj; Construction of Meat processing factory supported by German-Dutch donors.	Expansion of water and sewage system in rural and urban areas; Asphaltting of the roads (in rural and urban area) etc.	Decision-making; Technical assistance and advisory.	Big stake-High influence.	Gender aware.
Department of Public Services (DPS)	Maintenance of technical infrastructure, public space, cemeteries, water and sewage system, public transport, waste treatment, public lightening. Inspection (illegal construction, market, environment, sanitary etc). Disaster risk management,	Implementation of capital investment projects/ technical infrastructure such as public lightning, water supply, sewage system; Maintenance of the respective public infrastructure; Field inspection visits (illegal constructions, market inspection, illegal sellers etc). Improvement/regulation of river basin (river Klina in Skenderaj).	Maintenance of public infrastructure; Implementation of Waste Management Plan (Distribution of containers in rural and urban zones). Inspection of construction and use of public facilities/space;	Maintenance of public infrastructure; Elimination of illegal landfills etc. Improvement of public lightening. Provide continuous support for citizens in case of natural disasters (and other related risks). Inspection of construction and use of public facilities/space;	Decision-making; Technical assistance and advisory.	Big stake-High influence.	Gender aware.

## Annex 6.5: Register of Capital Projects

	emergency planning and response						
Department of Geodesy, Cadaster and Property (DGCP)	Land and property management;	Reconstruction of cadastral information for 11 zones with support of Kosovo Cadastral Agency and World Bank	Drafting the Regulation on the use of municipal properties. Completion of Expropriation Report (started in 2014) by staff of DGCP.	Reconstruction of cadastral information for other zones.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Agriculture, Forestry and Rural Development (DAFRD)	Rural development management;	Inventory of local producers/farmers; Establishment of 6 milk collective points (supported by ACT)	Delivery of grants/subventions for farmers/producers.	Delivery of grants/subventions for farmers/producers.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Finances, Development and (DFDE)	Budget and financial planning management and economic development.	Budget and financial planning Inventory of local businesses; Inventory of housing units/flats; Establishing contact with potential donors.	n/a;	n/a;	Decision-making; Technical assistance and advisory.	Big stake-High influence	n/a;
Department of Healthcare (DHSW)	Development and management of healthcare and social facilities and services;	Improved healthcare service in the urban and rural area- increased medical staff in healthcare facilities; Construction of social housing building	Development and management of healthcare, and social facilities and services;	Development and management of healthcare facilities and services; Construction of new social housing buildings.	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Education (DE)	Development and management of educational facilities and services;	n/a;	Development and management of educational facilities and services;	Development and management of educational facilities and services;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Culture, Youth and Sports	Development and management of culture, youth and sports facilities and activities;	Remembrance days 'Epopeja e Marsit'; Various cultural activities etc.	Development and management of culture, youth and sports facilities and activities;	Development and management of culture, youth and sports facilities and activities;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;



## Annex 6.5: Register of Capital Projects

Public Enterprises							
Joint stock company "KEK"	Power distribution-network development, management and maintenance;	Provision of network maintenance;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Big stake- Big influence	n/a;
Joint stock company 'PTK Vala', Pristina- Branch office in Skenderaj.	Telecommunication s- fixed, mobile and internet services- network development, management and maintenance;	Provision of telecommunication services;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Small stake- low influence	n/a;
Public Enterprise 'Post of Kosovo', Pristina Branch office in Skenderaj.	Shipping and mailing services;	Shipping and mailing services;	Shipping and mailing services;	Shipping and mailing services;	Technical assistance and advisory.	Small stake- low influence	n/a;
Public Enterprise 'Uniteti', Skenderaj.	Maintenance of public Infrastructure;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Technical assistance and advisory.	Big stake- Low influence	n/a;
Public Enterprise 'Mitrovica', branch office Skenderaj.	Water supply and sewage;	Water supply service; Sewage system maintenance;	Water supply service; Sewage system maintenance;	Water supply service; Sewage system maintenance;	Technical assistance and advisory.	Big stake- Low influence	n/a;

## Annex 6.5: Register of Capital Projects

Private sector- (Main local private companies)							
Sh.P.K. R&Rukolli Skenderaj	Construction Company	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	n/a;	Small stake- low influence;	n/a;
Brick Factory Skenderaj	Production of bricks/construction material	Production of bricks/construction material	Production of bricks/construction material	Production of bricks/construction material	n/a;	Small stake- low influence;	n/a;
Milling plant in Skenderaj	Grain collection and processing/Flour production	Grain collection and processing/Flour production	Grain collection and processing/Flour production	Grain collection and processing/Flour production	n/a;	Small stake- low influence;	n/a;
Milk factory Drena	Milk production and processing	Milk production and processing	Milk production and processing	Milk production and processing	n/a;	Small stake- low influence;	n/a;

International Organizations							
European Union Office in Kosovo	Development and implementation of capital investments;	Implementation of capital investment projects:	Implementation of capital investment projects:	n/a;	Technical assistance and capital investment;	Big stake- high influence	n/a;
German Corporation for International Cooperation (GIZ)	Provision of expertise and training;	Reform of waste management system;	Reform of waste management system; (Drafted Waste Management Plan)	n/a;	Technical assistance;	Small stake- Low influence	n/a;
German-Dutch company (Weng Poultry Fat)	Production of meat and meat poultry	n/a	Construction of meat processing factory in Polac-Skenderaj.	n/a;	Technical and financial support	Small stake- Big influence	n/a;

## **Annex 6.5: Register of Capital Projects**

### **ANNEX 7: MUNICIPALITY OF MITROVICA SOUTH Municipal Baseline Assessment**

Annex 7.1:	Rapid SWOT Analysis
Annex 7.2:	Municipal Self-Assessment- Survey findings
Annex 7.3:	Municipal Staff Skills Inventory- Survey findings (System summary)
Annex 7.4:	Register of Planning Documents
Annex 7.5:	Register of Capital Projects
Annex 7.6:	Register of Stakeholders
Annex 7.7:	Municipal Baseline Assessment Participants List

## Annex 7.1: Rapid SWOT Analysis

### MUNICIPALITY OF MITROVICA SOUTH

#### Analysis of the municipal professional capacities, experience, and institutional cooperation

##### Spatial/ Sectoral/ Multi-Sectoral Strategic/ Operational Products and Processes

Strengths:	Weaknesses:
Availability of various strategic/ operational spatial/ sectoral planning documents in support of managing public and private development.	Lack of crucial sectoral policies such as local economic development strategy, housing strategy, mobility plan.
Approved strategic spatial plans i.e. Municipal Development Plan (MDP), Urban Development Plan (UDP).	<p>Strategic spatial plans i.e. MDP/UDP drafted based on the revoked Law no. 2003/14 on Spatial Planning;</p> <p>Strategic spatial plans drafted during year 2008, covering the territory of the former Municipality of Mitrovica, including Municipality of Mitrovica South and Mitrovica North. No review of spatial planning documents has been conducted to reflect the new administrative border of Mitrovica South and the corresponding adjustments in terms of municipal data, development priorities, activity plans and related implementation provisions;</p> <p>Limited participation of municipal departments in the drafting process of the MDP/UDP of Municipality of Mitrovica, has contributed to the lack of ownership towards the municipal plan;</p> <p>Spatial plans i.e. MDP/UDP do not guide sectoral development. Ad-hoc project development/implementation by the other municipal departments;</p> <p>No monitoring conducted for MDP/UDP implementation by the Department of Planning and Urbanism;</p> <p>Lack of strategic spatial plans monitoring and evaluation tools.</p>
Strategic Environmental Assessment (SEA) conducted for the strategic spatial plans i.e. Municipal Development Plan (MDP) and Urban Development Plan (UDP).	SEA conducted after the completion of MDP/UDP.
Six approved Urban Regulatory Plans (URP), covering a relatively large part of the urban area.	Ad-hoc amendments of spatial plans (land use modification for selected sites, development regulations adjustments i.e. increase of construction coefficient). These amendments are approved by the Municipal Assembly, with limited consideration on spatial and service delivery implications.
Opportunities:	Threats
Brussels Agreement: Possibility to draft consistent spatial planning documents with the Municipality of Mitrovica North under the guidance of Ministry of Environment and Spatial Planning (MESP), with the support of UN-Habitat.	<p>Low technical exchange between the Municipality of Mitrovica South and Mitrovica North;</p> <p>Political disputes related to the municipal boundary hampering the initiation of the MDP revision/drafting.</p>
Systematic support by international partners in drafting sectoral strategies/plans.	--
Investments in the public facilities by the EU Office in Kosovo.	--
Favorable loans- recent experience with the Government of Austria for improving the wastewater infrastructure in the Municipality of Mitrovica South.	--
--	Low awareness and knowledge related to strategic and operational spatial planning among the Municipal Assembly members and political parties.
--	Limited municipal mechanisms to addressing the lack of municipal land for efficient service delivery- increase of construction coefficient in exchange of use of the private property for road construction.

## Annex 7.1: Rapid SWOT Analysis

### Data and Information- Securing, Storing, Collecting, Sharing, Updating

Strengths	Weaknesses
Availability of sectoral data in digital format.	Lack of consolidated municipal data and information system; Lack of data and information management protocols- securing, storing, collecting, sharing, updating.
Availability of cartographic database of strategic and operational spatial plans i.e. Municipal Development Plan (MDP), Urban Development Plan (UDP) and Urban Regulatory Plans (URP) in GIS format.	Lack of consolidated cartographic database, deriving from strategic and operational spatial plans; Lack of spatial data update mechanism.
Integrated database of local producers, managed by the Ministry of Agriculture and Department of Agriculture and Rural Development.	--
Systematic update of textual cadastral data.	Lack of compliance between textual and cartographic cadastral data.
Opportunities	Threats
Central support for establishing an integrated spatial database.	The timeframe for the central institutions to establish the integrated spatial database and provide necessary technical support to establish and manage such database at the local level.

### Legislative Frameworks- Laws, By-Laws, Regulations and Rule-books

Strengths:	Weaknesses:
Good knowledge of the spatial and sectoral legislative framework among the Department of Planning and Urbanism.	Insufficient understanding of the Municipal Zoning Map.
Good knowledge of sectoral legislative framework among the corresponding sectoral departments.	Limited knowledge of spatial planning legislative framework among other sectoral departments.
Availability of various municipal regulations addressing sectoral issues.	Limited municipal mechanisms to addressing the lack of municipal land for efficient service delivery- increase of construction coefficient in exchange of use of the private property for road construction.
Opportunities:	Threat:
Availability of tailored guidelines for drafting strategic and operational spatial and environmental planning documents in line with the spatial planning legislation framework, including MuSPP Toolbox.	The timeframe for the central institutions to mobilise the needed technical capacities to implement the spatial planning legal framework.
Municipal Zoning Map guidelines and ensuing training to be released 'soon' by MESP.	Lack of necessary mechanisms at the central level for effective monitoring of the spatial planning legal framework implementation.

## Annex 7.1: Rapid SWOT Analysis

### Human Resources- Formulation of Documents; Management of Processes

Strengths:	Weaknesses:
Sufficient municipal/technical staff for managing spatial planning processes- drafting and implementation.	Lack of specialized profiles, incl.: GIS, mobility, housing, economic development- rural development and tourism, disaster risk reduction, etc.
Experienced senior technical staff in managing spatial and environmental planning processes.	--
Experienced senior technical staff in issuing development conditions, development permits and respective implementation supervision.	--
Experienced senior technical staff in drafting municipal regulations.	--
Positive attitude.	--
Young professionals/staff members.	Underutilized young professional staff, incl. staff members, interns.
Strong inter-sectoral (within the same department) coordination.	--
--	Low political awareness and knowledge regarding the role and use of integrated spatial planning and sectoral policies as a tool for development.
--	Poor technical capacities to monitor plan implementation.
--	Lack of initiative to set up municipal mechanisms for an improved implementation, monitoring and evaluation of the spatial plans.
--	Weak inter-departmental coordination for implementing strategic spatial plans and sectoral policies.
Opportunities	Threats
Targeted trainings provided by various municipal partners incl. UN-Habitat, GIZ, etc.	Low motivation; Limited professional opportunities, especially for the young professionals.
Political context- Joint capacity building/strengthening opportunities for managing policy development processes and service delivery in cooperation with Mitrovica North.	--
--	Political interference in daily work.

### Cooperation and Coordination

Strengths	Weaknesses
Familiarity with Inter-Municipal Cooperation (IMC).	Limited cooperation with the neighboring municipalities- political and technical level.
Capital investment projects supported/facilitated by central institutions.	--
Inter-municipal cooperation supported/facilitated by central institutions MESP with Albanian and Serbian majority municipalities.	--
Examples of inter-municipal cooperation in road infrastructure improvements- Municipality of Vushtrri and Skenderaj.	--
--	Lack of initiative at the technical and political level for teaming up with other municipalities in service delivery.
--	Limited coordination between the municipal departments in implementing spatial plans.
Opportunities	Threats
The process of MDP revision to engage various stakeholders from central and other neighboring municipal institutions	--
Policy dialogues on sectoral issues with the neighboring municipalities and central government.	--
--	Political dynamics (local elections) may contribute to prolonged planning processes.

## Annex 7.1: Rapid SWOT Analysis

### Gender perspective in spatial planning and decision-making processes

Strengths	Weaknesses
High % of female technical staff.	Very poor female representation at the political level/ directors (1 out of 14); Very poor female representation at the head of sectors within the departments (1 out of 38).
Gender officer.	Gender officer operating under the DPSI/ sector of Infrastructure.
--	No planning, development and management processes conducted with gender sensitive approaches.
--	No gender disaggregated data included in strategic/ operational spatial planning documents.
Opportunities	Threats
Women and girls empowerment addressed by various NGO initiatives.	Cultural context.
Activities of local NGO "7 Arte" to organize sex-differentiated focus groups in support of the Municipal Development Plan (MDP) revision, organized in coordination with the Municipality of Mitrovica South/ Department of Planning and Urbanism.	--
--	Low awareness among the political and technical staff regarding the added value of gender mainstreaming in strategic/ operational spatial/ sectoral plans.

### Social contract

Strengths:	Weaknesses:
Memorandum of Understanding between the Municipal administration and local NGO "7 Arte" in support of community engagement in Municipal Development Plan (MDP) revision.	Local NGO "7Arte" limited experience in managing inclusive spatial planning processes.
Good examples of inclusive capital investment projects implemented in the Municipality of Mitrovica South.	--
	Limited municipal capacities in managing inclusive planning processes- isolated cases mainly supported by municipal partners.
	Low awareness on the potential of civil society engagement in spatial planning process.
	Limited consideration by the municipal staff and/or contracted companies towards inclusive/balanced representation in strategic/ operational spatial/ sectoral planning processes regarding vulnerable community groups- women, children, elderly, disabled.
Opportunities:	Threat:
Local knowledge/ Active local NGOs in addressing various youth, gender and planning aspects.	Low level of trust towards the municipal administration among civil society organizations.

## **Annex 7.2: Municipal Self-Assessment- Survey findings**

### **MUNICIPALITY OF MITROVICA SOUTH Municipal Self-Assessment Questionnaire**

This questionnaire is prepared by UN-Habitat's Kosovo Programme in order to identify and assess the spatial and sectoral planning situation and related capacities in the partner municipalities.

This questionnaire is designated for the directors of relevant municipal departments.



## Annex 7.2: Municipal Self-Assessment- Survey findings

A. DOCUMENTS
<p><b>1. Are there any strategic spatial planning documents drafted?</b></p> <p><u>Reference:</u> Municipal Development Plan (MDP), Urban Development Plan (UDP); Municipal Spatial Plan (MSP), General Urban Plan (GUP).</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please present the title, the period of validity and the drafting authority/ entity:</p> <ul style="list-style-type: none"><li>- Municipal Development Plan, Municipality of Mitrovica 2008-2025+, Outsourced to "Linprojekt", "Metron AG", with the support of UN-Habitat;</li><li>- Urban Development Plan, Municipality of Mitrovica 2008-2025+, Outsourced to "Linprojekt", "Metron AG", with the support of UN-Habitat;</li></ul> <p><b>See attached:</b> <u>Register of planning documents.</u></p> <p><b>If YES,</b> Please present the role and responsibilities of the municipality, if drafting outsourced:</p> <ul style="list-style-type: none"><li>- Initiate the drafting process of spatial planning documents/administrative procedures;</li><li>- Coordinate consultation meetings between the contracted company, the municipal staff and the Council of planning experts- as regulated by the Law on Spatial Planning no.2003/14;</li><li>- Facilitate municipal data collection;</li><li>- Provide substantive feedback to the company on each phase of the document;</li><li>- Provide support on organizing the Public Debate.</li></ul> <p><b>If YES,</b> Please present the plan implementation degree, and monitoring extent, if defined:</p> <ul style="list-style-type: none"><li>- No monitoring conducted for plan implementation;</li><li>- No monitoring instruments available;</li><li>- No established monitoring mechanisms within the municipality (incl. Committee for Spatial Planning- Municipal Assembly).</li></ul> <p><b>If YES,</b> Please present the plan evaluation outcome, if available:</p> <ul style="list-style-type: none"><li>- No plan evaluation conducted;</li><li>- No plan evaluation instruments/methodologies available.</li></ul> <p><b>If NO,</b> Please elaborate on how you do manage spatial development: n/a.</p>
<p><b>Note:</b> Ad-hoc municipal investments- MDP/UDP not consulted during designing or implementation of projects.</p>

## Annex 7.2: Municipal Self-Assessment- Survey findings

### 2. Are there any operational spatial planning documents drafted?

Reference:

Urban Regulation Plan (URP);

Detail Urban Plan (DUP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

- "Qendra" 2010-2015+, "Linprojekt"
- "Ilirida" 2010-2025+, "Linprojekt"
- "Bair" 2012-2025+, "Linprojekt"
- "Fidanishte" 2010-2025+, "Linprojekt"
- "Sitnica" 2014, "Vizion Project"
- "Ura e Gjakut" 2015, "Prima Engineering"

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Initiate the drafting process of spatial planning documents/administrative procedures;
- Coordinate consultation meetings between the contracted company, the municipal staff;
- Provide substantive feedback to the company on each phase of the document.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available

**If YES,**

Please present the plan evaluation outcome, if available:

n/a.

**Note:**

For the municipal territory not covered by the URPs, the construction conditions are interpreted from the MDP/UDP.

**3. Are there any strategic sectoral planning documents drafted?**

Reference:

Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a

**If YES,**

Please present the plan evaluation outcome, if available:

n/a

**If NO,**

Please elaborate on how you do manage sectoral development:

**Note/s:**

Most of the departments consist of sectoral operational plans. However, sectoral development is guided on ad-hoc basis.

**4. Are there any operational sectoral planning documents drafted?**

Reference:

Local Environmental Action Plan (LEAP).

Yes

No

**If YES,**

Please present the title, the period of validity and the drafting authority/ entity:

- Local Environmental Action Plan 2012-2017, drafted in-house supported by REC;
- Municipal Waste Management Plan 2016-2021, drafted in-house supported by GIZ;
- Municipal Integrity Plan 2016-2021, drafted in-house supported by UNDP;
- Garbage Collection Reorganization Plan, drafted in-house;
- Action Plan for Improved Municipal Services, drafted in-house supported by USAID;
- Disaster Risk Assessment in the Municipality of Mitrovica South, drafted in-house with the support of MIA;
- Emergency response Plan in the Municipality of Mitrovica South 2010-2015, drafted in-house with the support of MIA;
- Biodiversity Plan 2017-2022\*;
- Noise protection Plan 2017-2022\*;

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

- Most sectoral documents drafted in-house with the support of central government, municipal partners and/or outsourced consultancies;

Municipal working groups established on ad-hoc basis;

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

- No monitoring conducted for plan implementation, except sector of environmental protection;
  - No monitoring instruments available, except sector of environmental protection;
- According to the Sector of Environmental Protection, the implementation of the sectoral plans is monitored on regular basis through yearly reports. However, no available data at this stage regarding the implementation degree of the respective documents;

**If YES,**

Please present the plan evaluation outcome, if available:

- No plan evaluation conducted;
- No plan evaluation instruments/methodologies available.

**If NO,**

Please elaborate on how you do manage sectoral management:

**Note/s:**

\*The plan is initiated by the Department of Environmental Protection. However, the department considers that the document cannot be finalized without additional technical support from external parties such as municipal partners or professional consultants.

**5. Are there any strategic environmental assessments for spatial planning documents drafted?**

Reference:

Strategic Environmental Assessment (SEA).

Yes

No

**If YES,**

Please present the title and the drafting authority/ entity:

- [Strategic Environmental Assessment Report for the MDP/UDP of Municipality of Mitrovica;](#)

**See attached:**

[Register of planning documents.](#)

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

- [Drafted in-house;](#)

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

- [No data available on the plan implementation degree;](#)

**If NO,**

Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:

[n/a.](#)

**Note:**

[Strategic Environmental Assessment report were drafted after the MDP/UDP of Municipality of Mitrovica.](#)

**6. Are there any strategic environmental assessments for sectoral planning documents drafted?**

Yes

No

**If YES,**

Please present the title and the drafting authority/ entity:

n/a.

**If YES,**

Please present the role and responsibilities of the municipality, if drafting outsourced:

n/a.

**If YES,**

Please present the plan implementation degree, and monitoring extent, if defined:

n/a.

**If NO,**

Please elaborate on how you do manage the impact of sectoral development on the environment-  
environmental conditions and permits:

Sectoral (action) plans;

**See attached:**

[Register of planning documents.](#)

B. PARTICIPATION AND GENDER
<p><b>7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:</p> <ul style="list-style-type: none"> <li>- In case of MDP/UDP, Visioning workshop supported by UN-Habitat;</li> <li>- Public Debate - as regulated by the revoked Law on Spatial Planning 2003/14;</li> </ul> <p><b>If YES,</b>  Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:</p> <ul style="list-style-type: none"> <li>- Local government;</li> <li>- Local NGOs</li> <li>- Media</li> <li>- Inhabitants</li> </ul> <p><b>If YES,</b>  Please specify the overall number of participants in the process if available:  34 participants;</p> <p><b>If YES,</b>  Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:  No data/ reports available.</p> <p><b>If NO,</b>  Please elaborate:  n/a.</p>
<p><b>8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:</p> <ul style="list-style-type: none"> <li>- Working group;</li> </ul> <p><b>If YES,</b>  Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:</p> <ul style="list-style-type: none"> <li>- Central government (ex. three year housing program)</li> <li>- Local government- technical staff;</li> <li>- Local NGOs (ex. waste management plan);</li> </ul> <p><b>If YES,</b>  Please specify the overall number of participants in the process if available:  No data/ reports available.</p> <p><b>If YES,</b>  Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:  No data/ reports available. However, no particular regard towards gender representation has been noticed during the discussion.</p> <p><b>If NO,</b>  Please elaborate:  n/a.</p>

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

Yes

No

**If YES,**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

- Working group;

**If YES,**

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

- Local government- technical staff;

**If YES,**

Please specify the overall number of participants in the process if available:

- No data/ reports available.

**If YES,**

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available:

- No data/ reports available.

**If NO,**

Please elaborate:

n/a.



C. HUMAN CAPACITIES- TO DRAFT	
<b>10. What is the capacity to draft strategic spatial planning documents available at the municipal level?</b>	
<u>Reference:</u> Municipal Development Plan.	
NB: please present disaggregated gender sensitive data:	
Please present the number of <u>capacity available</u> / engaged for drafting strategic spatial planning documents:	
Total: 19 officers	12 male- 7 female
-	Department of Planning and Urbanism (DPU) 8 male- 5 female
-	Department of Geodesy, Cadastre and 0 male- 1 female
Property (DGCP)	Department of Agriculture and Rural 0 male- 1 female
Development (DARD)	Department of Public Services and 1 male- 0 female
Infrastructure (DPSI)	Department of Protection and Rescue (DPR) 1 male- 0 female
-	Department of Education (DE) 1 male- 0
female	
-	Department of Healthcare (DH) 1 male- 0
female	
Please present the professional background of the <u>capacity available</u> / engaged in drafting:	
-	No information available;
Please present the educational background of the <u>capacity available</u> / engaged in drafting:	
-	Architecture: 4 male- 0 female
-	Construction: 3 male- 2 female
-	Geodesy: 1 male- 1 female
-	Electrical engineer: 0 male- 1 female
-	Geoscience and technology: 1 male- 0
female	
-	Economics: 2 male- 1 female
-	Law: 1 male- 0 female
-	Agriculture and veterinary: 0 male- 1
female	
-	Secondary school: 0 male- 1 female
<b>Are there any capacity gaps?</b>	
<b>If YES,</b>	
Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:	
Total: 19 officers	
Training and capacity strengthening in the following areas:	
-	Spatial planning legal framework;
-	Reviewing and drafting strategic spatial planning documents (MDP);
-	Drafting sectoral policies such as: housing, mobility, public space, local economic development incl. rural development, tourism;
-	Management of inclusive policy development processes;
<b>If YES,</b>	
Please specify the lacking capacities, and the respective areas:	
Training and capacity building in the following areas:	
-	Use of GIS and CAD softwares;
-	Strengthen urban resilience- public and political awareness, governance, finances & human resources.

**11. What is the capacity to draft operational spatial planning documents available at the municipal level?**

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

Total: 19 officers	12 male- 7 female
-	Department of Planning and Urbanism (DPU)
	8 male- 5 female
-	Department of Geodesy, Cadastre and
Property (DGCP)	0 male- 1 female
-	Department of Agriculture and Rural
Development (DARD)	0 male- 1 female
-	Department of Public Services and
Infrastructure (DPSI)	1 male- 0 female
-	Department of Protection and Rescue (DPR)
	1 male- 0 female
-	Department of Education (DE) 1 male- 0
female	
-	Department of Healthcare (DH) 1 male- 0 female

Please present the professional background of the capacity available/ engaged in drafting:

- No information available;

Please present the educational background of the capacity available/ engaged in drafting:

-	Architecture:	4 male- 0 female
-	Construction:	3 male- 2 female
-	Geodesy:	1 male- 1 female
-	Electrical engineer:	0 male- 1 female
-	Geoscience and technology:	1 male- 0
female		
-	Economics:	2 male- 1 female
-	Law:	1 male- 0 female
-	Agriculture and veterinary:	0 male- 1
female		
-	Secondary school:	0 male- 1 female

**Note/s:**

*The above presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: 19 officers

Training and capacity strengthening in the following areas:

- Drafting sectoral action plans, capital projects and service delivery activities in line with spatial plans and other sectoral policies;
- Drafting/ conducting disaster risk assessments, emergency response management, monitoring and maintenance of early warning systems;
- Use of latest technology in spatial data collection;

**If YES,**

Please specify the lacking capacities, and the respective areas:

Training and capacity building in the following areas:

- Establishing and managing (incl. data input/update) the municipal integrated spatial database;
- Drafting municipal zoning map;
- Drafting mobility plan;
- Drafting municipal financial strategy for innovative resource mobilization incl. donor mobilisation, public private partnership, promotion of local resources, etc.

**12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?**

Reference:

Strategic Environmental Assessment (SEA).

NB: please present disaggregated gender sensitive data:

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

Total: 5 officers:

3 male- 2 female

-

Department of Environmental Protection (DEP)

3 male- 2 female

Please present the professional background of the capacity available/ engaged in drafting:

- No information available;

Please present the educational background of the capacity available/ engaged in drafting:

- No information available;

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: 5 officers

- Environmental development and management related areas;

**If YES,**

Please specify the lacking capacities, and the respective areas:

- Biodiversity,

- Noise pollution;

- Use of monitoring technology for water and air pollution.

**D. HUMAN CAPACITIES- TO MANAGE PROCESSES**

**13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: 19 officers	12 male- 7 female
-	Department of Planning and Urbanism (DPU)
	8 male- 5 female
-	Department of Geodesy, Cadastre and
Property (DGCP)	0 male- 1 female
-	Department of Agriculture and Rural
Development (DARD)	0 male- 1 female
-	Department of Public Services and
Infrastructure (DPSI)	1 male- 0 female
-	Department of Protection and Rescue (DPR)
	1 male- 0 female
-	Department of Education (DE) 1 male- 0
female	
-	Department of Healthcare (DH) 1 male- 0
female	

Please present the professional background of the capacity available/ engaged in drafting:

- No information available;

Please present the educational background of the capacity available/ engaged in drafting:

-	Architecture:	4 male- 0 female
-	Construction:	3 male- 2 female
-	Geodesy:	1 male- 1 female
-	Electrical engineer:	0 male- 1 female
-	Geoscience and technology:	1 male- 0
female		
-	Economics:	2 male- 1 female
-	Law:	1 male- 0 female
-	Agriculture and veterinary:	0 male- 1
female		
-	Secondary school:	0 male- 1 female

**Note/s:**

*The above presented capacity refers to the same capacity presented in under question 10.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: 19 officers

- Managing and monitoring plan implementation- integrated and sectoral;
- Plan evaluation and impact assessment tools and techniques;
- Establishing monitoring indicators/ tools/ mechanism- institutional and technical – for all local policies;
- Reporting plan implementation degree vis-à-vis set spatial, economic and social development indicators;

**If YES,**

Please specify the lacking capacities, and the respective areas:

- Managing and updating municipal/integrated spatial database;

**14. What is the municipal capacity to manage operational spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: 19 officers	12 male- 7 female
-	Department of Planning and Urbanism (DPU)
	8 male- 5 female
-	Department of Geodesy, Cadastre and
Property (DGCP)	0 male- 1 female
-	Department of Agriculture and Rural
Development (DARD)	0 male- 1 female
-	Department of Public Services and
Infrastructure (DPSI)	1 male- 0 female
-	Department of Protection and Rescue (DPR)
	1 male- 0 female
-	Department of Education (DE) 1 male- 0
female	
-	Department of Healthcare (DH) 1 male- 0
female	

Please present the professional background of the capacity available/ engaged in drafting:

- No information available;

Please present the educational background of the capacity available/ engaged in drafting:

-	Architecture:	4 male- 0 female
-	Construction:	3 male- 2 female
-	Geodesy:	1 male- 1 female
-	Electrical engineer:	0 male- 1 female
-	Geoscience and technology:	1 male- 0
female		
-	Economics:	2 male- 1 female
-	Law:	1 male- 0 female
-	Agriculture and veterinary:	0 male- 1
female		
-	Secondary school:	0 male- 1 female

**Note/s:**

The above presented capacity refers to the same capacity presented in under question 10.

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Total: 19 officers:

- Managing and monitoring plan implementation- integrated and sectoral;
- Plan evaluation and impact assessment tools and techniques;
- Establishing monitoring indicators/ tools/ mechanism- institutional and technical – for all local policies;
- Reporting plan implementation degree vis-à-vis set spatial, economic and social development indicators;
- Managing and updating municipal/integrated spatial database;

**If YES,**

Please specify the lacking capacities, and the respective areas:

n/a.

**15. What is the municipal capacity to manage strategic environmental assessment processes- monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

NB: please present disaggregated and gender sensitive data:

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Total: 5 officers:

3 male- 2 female

-

Department of Environmental Protection (DEP)

3 male- 2 female

Please present the professional background of the capacity available/ engaged in drafting:

- No information available;

Please present the educational background of the capacity available/ engaged in drafting:

- No information available;

**Note/s:**

*The above presented capacity refers to the same capacity presented in under question 12.*

**Are there any capacity gaps?**

**If YES,**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

- According to DEP, the department has the capacity to monitor the implementation of sectoral plans.

**If YES,**

Please specify the lacking capacities, and the respective areas:

n/a.

E. DATA AND INFORMATION
<p><b>16. Has the municipality ever conducted qualitative and quantitative data and information research (including sex disaggregated when applicable)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the process/es and the purposes:  The municipal staff has limited experience in conducting qualitative and quantitative data and information research;  However, the municipality has supported data collection processes during:</p> <ul style="list-style-type: none"> <li>- MDP/UDP drafting process/ municipal profile  Status: finalized</li> <li>- DesInventar (supported by GIZ)/ collected data on the past disasters to map disaster impact in MS  <a href="http://www.desinventar.org">http://www.desinventar.org</a>  Status: on-going</li> <li>- ELPIS (supported by Ministry of Agriculture, financed by EU Office in Kosovo)/ Data collection and mapping of family businesses-farming at the municipal level  Status: finalized</li> <li>- Emergency response related inventory: Water supply resources; Facilities for temporary shelter; Capacitated local economic operators to support local institutions in disaster response;  Status: finalized</li> </ul>
<p><b>17. Has the municipality ever conducted digital data geo-referencing?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other:  GIS system: MDP, UDP- Geo-referencing outsourced to a local GIS expert;  URPs- Geo-referencing by the drafting/outsourced companies;</p> <p>GeoMedia system Cadastral maps. Partly reconstructed during 2014 (supported by Kosovo Cadastral Agency, financed by World Bank)</p> <p><b>If NO,</b>  Please elaborate:  n/a.</p>
<p><b>18. Has the municipality ever established a consolidated data and information system (including sex disaggregated when applicable)?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES</b>  Please specify the data and information available:  n/a.</p> <p><b>If YES,</b>  Please specify the software, e.g. GIS system, Geo-Media system, Other:  n/a.</p> <p><b>If NO,</b>  Please elaborate:  The listed databases under questions 16 &amp; 17 have been established by the corresponding departments and/or supporting central institutions, with no direct access by other municipal departments/sectors.</p>

**19. Is there a continuous data and information system update?**

/■ Yes

/■ No

**If YES,**

Please specify the update frequency:

ELPIS/ managed by Ministry of Agriculture.

**If NO,**

What are the sources of data and information used by the municipality:

See question 16.

**20. Is there a department responsible to manage and maintain data and information system?**

Yes

No

**If YES,**

Please specify the department:

n/a.

**If NO,**

Please elaborate:

There is no single municipal department responsible for managing and maintaining data and information systems.

Each municipal department is responsible for developing, managing and maintaining sectoral data and information systems, commonly in Microsoft Word and Excel formats.



F. LEGISLATIVE FRAMEWORK
<p><b>21. Is the municipality informed on the spatial planning and development management legislative framework?</b></p> <p><u>Reference:</u> Law on Spatial Planning and related Administrative Instructions (AIs).</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the level of understanding: <input checked="" type="checkbox"/> Good <input type="checkbox"/> Sufficient</p> <p><b>Note/s:</b> Knowledge regarding the Law on Spatial Planning and related AIs is limited to DPU.</p> <p><b>If NO,</b> Please elaborate: n/a.</p>
<p><b>22. Is the municipality informed on construction management legislative framework?</b></p> <p><u>Reference:</u> Law on construction and related AIs; Law on treatment of building without permit and related AIs.</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the level of understanding: <input checked="" type="checkbox"/> Good <input type="checkbox"/> Sufficient</p> <p><b>Note/s:</b> Knowledge regarding the Law on treatment of building without permit and related AIs is limited to DPU; Knowledge regarding the Law on Construction and related AIs is limited to DPU and DPSI.</p> <p><b>If NO,</b> Please elaborate: n/a.</p>
<p><b>23. Is the municipality informed on the sectoral planning and development management legislative framework?</b></p> <p><u>Reference:</u> Law on agricultural land and related AIs; Law on road infrastructure and related AIs; Law on economic zones and related AIs; Other.</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the level of understanding: <input checked="" type="checkbox"/> Good <input type="checkbox"/> Sufficient</p> <p><b>Note/s:</b> DPU has sufficient knowledge regarding sectoral planning and development management legislative framework that have a spatial impact. Other departments have good knowledge regarding the corresponding sectoral planning and development management legislative framework.</p> <p><b>If NO,</b> Please elaborate: n/a.</p>

**Annex 7.2: Municipal Self-Assessment- Survey findings**

**24. Is the municipality informed on the environmental planning and management legislative framework?**

Reference:

Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;  
Law on Environmental Impact Assessment and related AIs.

Yes

No

**If YES,**

Please specify the level of understanding:

Good

Sufficient

**Note/s:**

DPU has sufficient knowledge regarding the environmental planning and development management legislative framework that have a spatial impact.

DEP has good knowledge regarding the environmental planning and development management legislative framework.

**If NO,**

Please elaborate:

n/a.

G. FUNDING
<p><b>25. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational spatial planning documents and processes (incl. public engagement)?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the amount (current and following year):  40.000 Euros, DPU budget for year 2017. The budget is allocated for drafting spatial planning documents.</p> <p><b>If NO,</b>  Please elaborate:  n/a.</p>
<p><b>26. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational sectoral planning documents and processes (incl. public engagement)?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the amount (current and following year):  n/a.</p> <p><b>If NO,</b>  Please elaborate:  Sectoral policies are drafted in-house or supported by municipal partners.</p>
<p><b>27. Is there any earmarked budget allocated for developing gender-responsive strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the amount (current and following year):  n/a.</p> <p><b>If NO,</b>  Please elaborate:  SEAs are drafted in-house.</p>

H. COOPERATION AND COORDINATION
Local level- neighbouring municipalities
<p><b>28. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation:  Transport infrastructure;  - Municipalities of Vushtrri and Skenderaj. IMC happens on ad-hoc basis, with no formal agreement between municipalities.</p> <p><b>If NO,</b>  Please specify the key issues preventing coordination/ cooperation:  n/a.</p>
<p><b>29. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?</b></p> <p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s (plus numbering), the authority/ies and the outcome so far:  n/a.</p> <p><b>If NO,</b>  Please specify the key issues preventing such a financial and operational partnership:  - Negligence;  - Lack of initiative at the political or technical level.</p>

**30. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?**

Yes

No

**If YES,**

Please specify the area/s of interest, outcomes foreseen and conditions for teaming-up:

Mobility:

- Municipality of Mitrovica North;

Waste management:

- Municipality of Zubin Potok, Zvecan;

Waste water treatment:

- Municipality of Mitrovica North, Zubin Potok, Skenderaj;

Managing water resources:

- Municipality of Mitrovica North and Vushtrri;

Heating system:

- Municipality of Mitrovica North;

Emergency response:

- Municipality of Mitrovica North, Vushtrri and Skenderaj;

**If NO,**

Please specify the reasoning:

n/a.

Central level- central and regional service/ utility providers
<p><b>31. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p> <p><b>If YES,</b>  Please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation:</p> <p><u>Public enterprises- Central level:</u>  National railroads- networks development, management and maintenance:  - Joint stock company 'Infrakos', Pristina.  Power distribution- network development, management and maintenance:  - Joint stock company 'KEK, Pristina.  Telecommunications- fixed, mobile and internet services- network development, management and maintenance:  - Joint stock company 'PTK Vala', Pristina- Branch office in Mitrovica South.  Shipping and mailing services:  - Public Enterprise 'Post of Kosovo', Pristina- Branch office in Mitrovica South.</p> <p><u>Public enterprises- Regional level:</u>  Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal:  - Public Enterprise 'Uniteti', Mitrovica South.  Maintenance of infrastructure and services- water supply:  - Public Enterprise 'Mitrovica', Mitrovica South.</p> <p><u>Public enterprises- Local level:</u>  Management of inter-urban public transport and supporting facilities (bus stations);  - Public Enterprise 'Stacioni i Autobuseve', Mitrovica South.  Management of the municipal market;  - Public Enterprise 'Tregu', Mitrovica South.</p> <p><u>Private sector</u>  Maintenance of public space, cemeteries;  - Private company 'Ambienti-G', Mitrovica South.</p> <p><b>Note/s:</b>  Refer to Stakeholder Mapping Matrix for details.</p> <p><b>See attached:</b>  <u>Register of stakeholders.</u></p> <p><b>If NO,</b>  Please specify the key issues preventing coordination/ cooperation:  n/a.</p>

Central level- ministries and specialized agencies
<p><b>32. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?</b></p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p> <p><b>Note/s:</b> The municipal staff is engaged in drafting/ amending corresponding legislation. However, it is considered that their contribution/feedback is not taken under consideration/introduced in the respective documents.</p> <p><b>If YES,</b> Please specify the area/s, the authority/ies and the outcome of such a dialogue: n/a.</p> <p><b>If NO,</b> Please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future:</p> <ul style="list-style-type: none"> <li>- Central government and other institutions, in the process of policy development with investment implications in Mitrovica South- capital investments or service delivery- due to legalizing process;</li> <li>- Spatial and environmental policies;</li> <li>- Economic development policies;</li> </ul>
<p><b>33. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?</b></p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><b>If YES,</b> Please specify the area/s, the authority/ies (plus number of municipal and central officials involved<sup>23</sup>) and the outcome of such a coordination/ cooperation:</p> <p>Budget planning:</p> <ul style="list-style-type: none"> <li>- Ministry of Finance, and Ministry of Local-Government Administration;</li> <li>- Approval of budget, and capital investment projects.</li> </ul> <p>Local policies/programs and capital projects:</p> <p>Government at the central level</p> <p>Ministry of infrastructure:</p> <ul style="list-style-type: none"> <li>- Roads and streets infrastructure.</li> </ul> <p>Ministry of environment and spatial planning:</p> <ul style="list-style-type: none"> <li>- Environmental protection; Waste management; Municipal housing program;</li> </ul> <p>Ministry of internal affairs:</p> <ul style="list-style-type: none"> <li>- Emergency response operational plans.</li> </ul> <p>Ministry of Agriculture:</p> <ul style="list-style-type: none"> <li>- Advisory services</li> </ul> <p>International organizations and other</p> <p>European Union Office in Kosovo:</p> <ul style="list-style-type: none"> <li>- Youth, Sports and Commercial facilities;</li> </ul> <p>GIZ:</p> <ul style="list-style-type: none"> <li>- DRR, waste management;</li> </ul> <p>UNDP</p> <ul style="list-style-type: none"> <li>- Transparency and accountability.</li> </ul> <p>Government of Austria:</p> <ul style="list-style-type: none"> <li>- Sewage network.</li> </ul> <p><b>See attached:</b> <u><a href="#">Register of capital projects.</a></u></p>

<sup>23</sup> This aspect should be cross-checked with relevant departments in MESP and MLGA notably.

## Annex 7.2: Municipal Self-Assessment- Survey findings

### If NO,

Please specify the key issues preventing coordination/ cooperation; please specify the lacking capacities, and the respective areas:

n/a.

### 34. How do you assess current local-central policy dialogue, development, coordination of planning functions?

Excellent

Good

Fair

Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

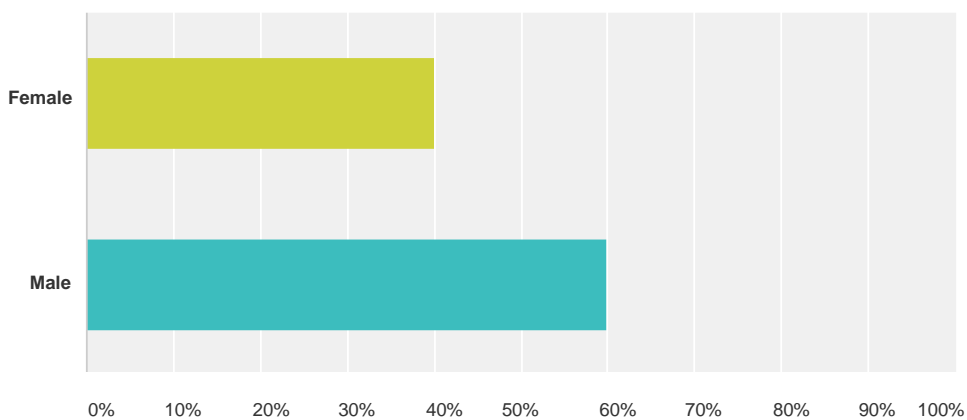
- Institutional mechanisms for more efficient data sharing central-local level;
- Institutional coordination and cooperation for enhanced political awareness regarding the role and benefit of planning;
- Institutional coordination and cooperation on provision of services;
- Institutional coordination and cooperation on implementation of capital investment projects;
- Institutional coordination and cooperation on sectoral and integrated planning legislative framework reform, and advisory and support on sectoral and integrated planning legislative framework enforcement;
- Institutional coordination and cooperation on sectoral and integrated strategic and operational planning framework development, and advisory and support on sectoral and integrated planning framework enforcement;
- Funding/ joint funding, development and implementation of capital investment projects.



**Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q1 What is your gender?**

Answered: 20 Skipped: 0

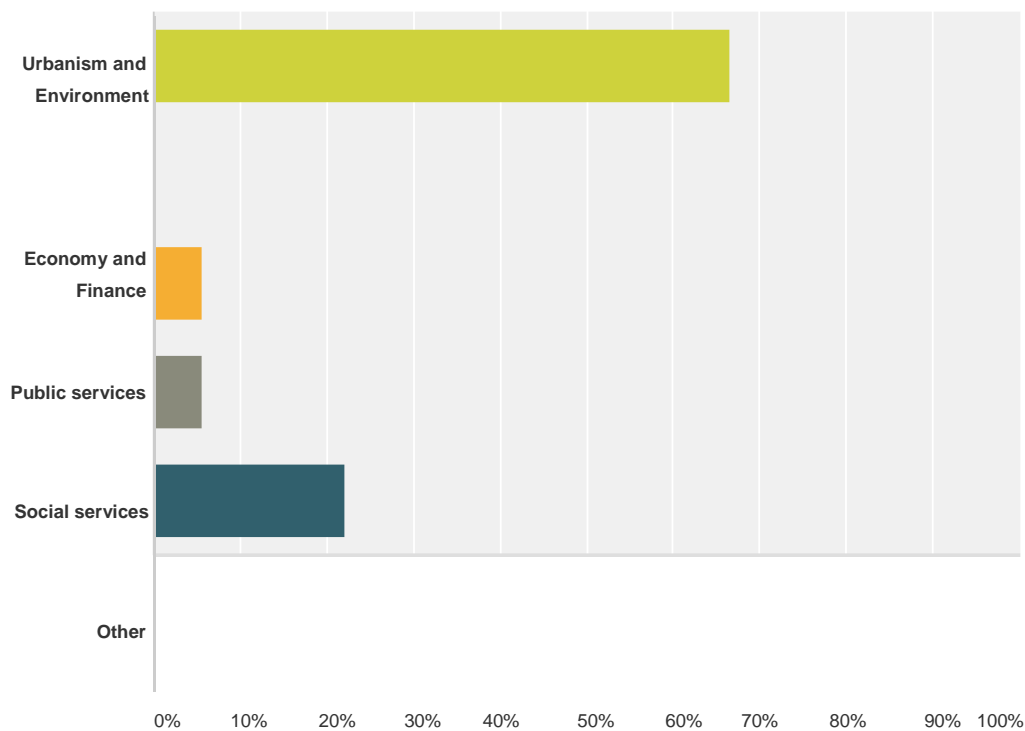


Answer Choices	Responses
Female	40.00% 8
Male	60.00% 12
<b>Total</b>	<b>20</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q2 What is your Department/ Unit?

Answered: 18 Skipped: 2

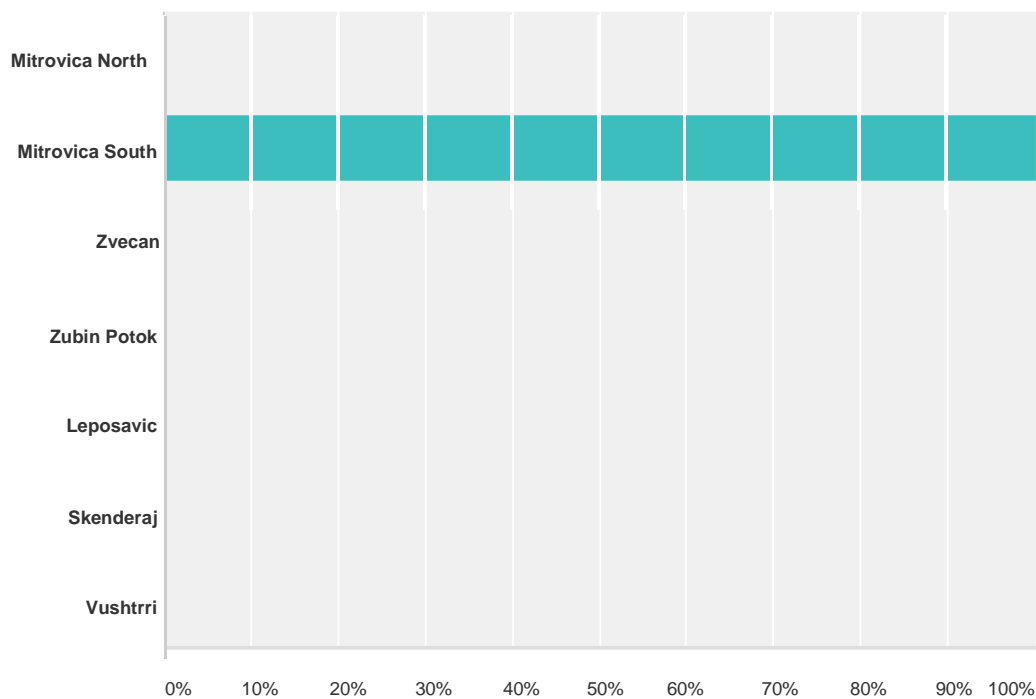


Answer Choices	Responses
Urbanism and Environment	66.67% 12
Economy and Finance	0.00% 0
Public services	5.56% 1
Social services	5.56% 1
Other	22.22% 4
<b>Total Respondents: 18</b>	

**Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q3 Please select your Municipality:**

Answered: 20 Skipped: 0

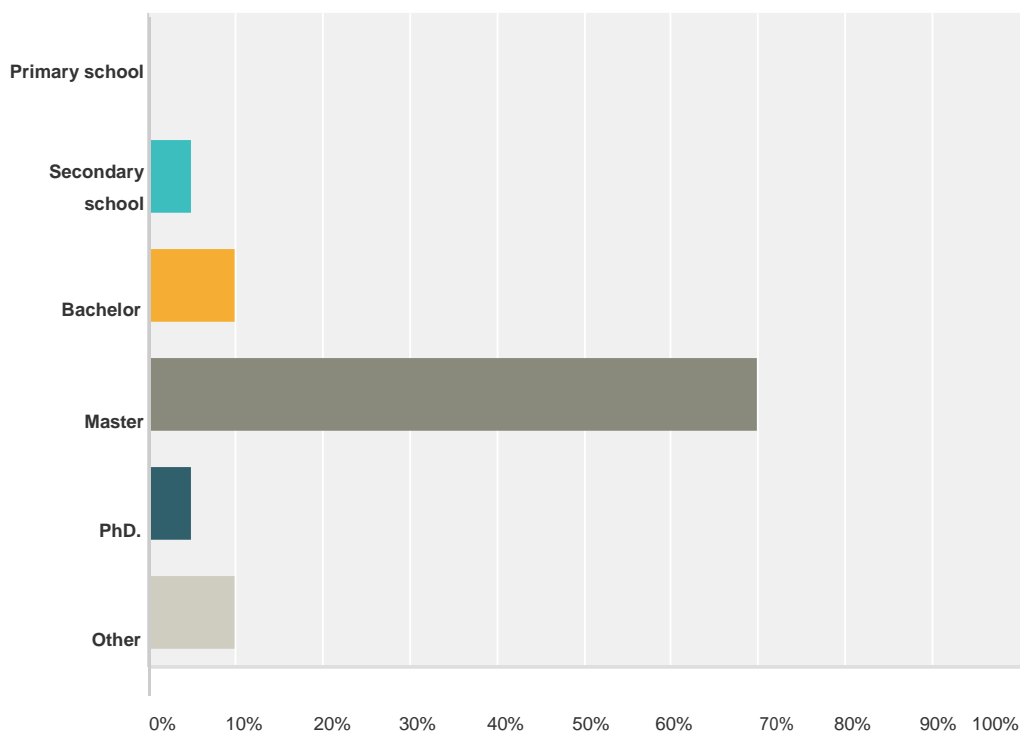


Answer Choices	Responses	
Mitrovica North	0.00%	0
Mitrovica South	100.00%	20
Zvecan	0.00%	0
Zubin Potok	0.00%	0
Leposavic	0.00%	0
Skenderaj	0.00%	0
Vushtrri	0.00%	0
<b>Total</b>		<b>20</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q4 What is your highest level of formal education obtained:

Answered: 20 Skipped: 0



Answer Choices	Responses	
Primary school	0.00%	0
Secondary school	5.00%	1
Bachelor	10.00%	2
Master	70.00%	14
PhD.	5.00%	1
Other	10.00%	2
<b>Total</b>		<b>20</b>

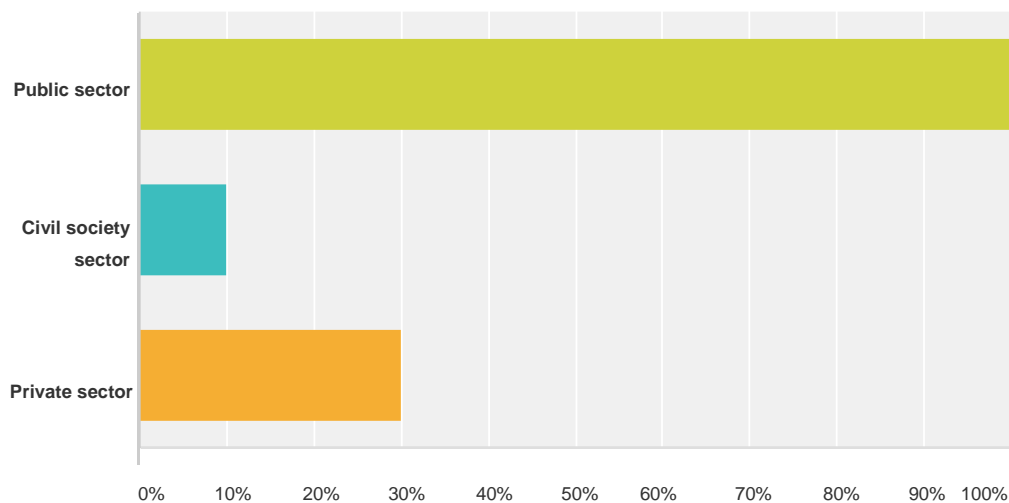
## Q5 What is your main field of study?

#	Responses	Date
1	<b>Geodesy</b> Gjeodezi	4/18/2017 1:12 PM
2	<b>Geodesy</b> Fakulteti i Ndërtimtarisë, - Drejtimi i Gjeodezisë	3/27/2017 2:08 PM
3	<b>Spatial Planning</b> Planifikim	3/23/2017 4:40 PM
4	<b>Other</b> gjimnazi	3/23/2017 10:59 AM
5	<b>Environment</b> Mjedisi	3/22/2017 2:33 PM
6	<b>Agriculture</b> Bujqesi	3/22/2017 1:34 PM
7	<b>Other</b> Gjeologjia	3/21/2017 4:29 PM
8	<b>Architecture</b> Arkitektura dhe Urbanizimi	3/21/2017 1:18 PM
9	<b>LAw</b> drejtësia	3/21/2017 11:26 AM
10	<b>Spatial Planning</b> Planifikimi Hapësinorë e Aplikime GIS	3/20/2017 11:27 PM
11	<b>Geodesy</b> Gjeo-shkencat	3/20/2017 7:59 PM
12	<b>Civil engineering</b> Ndërtimtari dhe Menaxhment	3/20/2017 5:03 PM
13	<b>Civil engineering</b> Inxhinjer i Diplomuar i Ndërtimtarit-Hidroteknikë	3/20/2017 4:53 PM
14	<b>Architecture</b> Fakulteti i Ndërtimtarisë dhe Arkitektures	3/20/2017 4:43 PM
15	<b>Environment</b> Inxhinjeri e Mbrojtjes së Mjedisit	3/20/2017 4:23 PM
16	<b>Spatial Planning</b> Fusha e Planifikimit.	3/20/2017 3:45 PM
17	<b>Economy</b> EKONOMI	3/20/2017 2:42 PM
18	<b>Economy</b> Drejtimi Financiar	3/20/2017 2:39 PM
19	<b>LAw</b> Fakulteti juridik i përgjithshëm	3/20/2017 2:27 PM
20	<b>Economy</b> Banka Financa dhe Kontabilitet	3/20/2017 12:45 PM

**Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q6 Please select sectors of your professional experience.**

Answered: 20 Skipped: 0

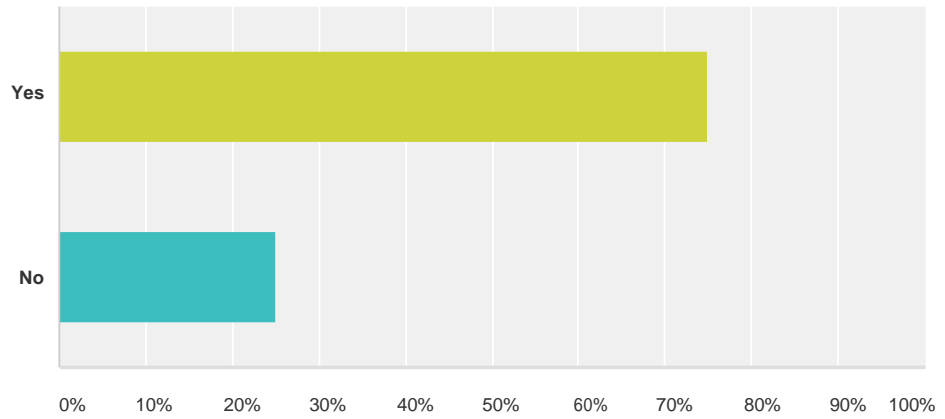


Answer Choices	Responses	
Public sector	100.00%	20
Civil society sector	0.00%	2
Private sector	0.00%	6
<b>Total</b>		<b>20</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q7 Have you ever been involved in any activity related to planning processes?

Answered: 20 Skipped: 0

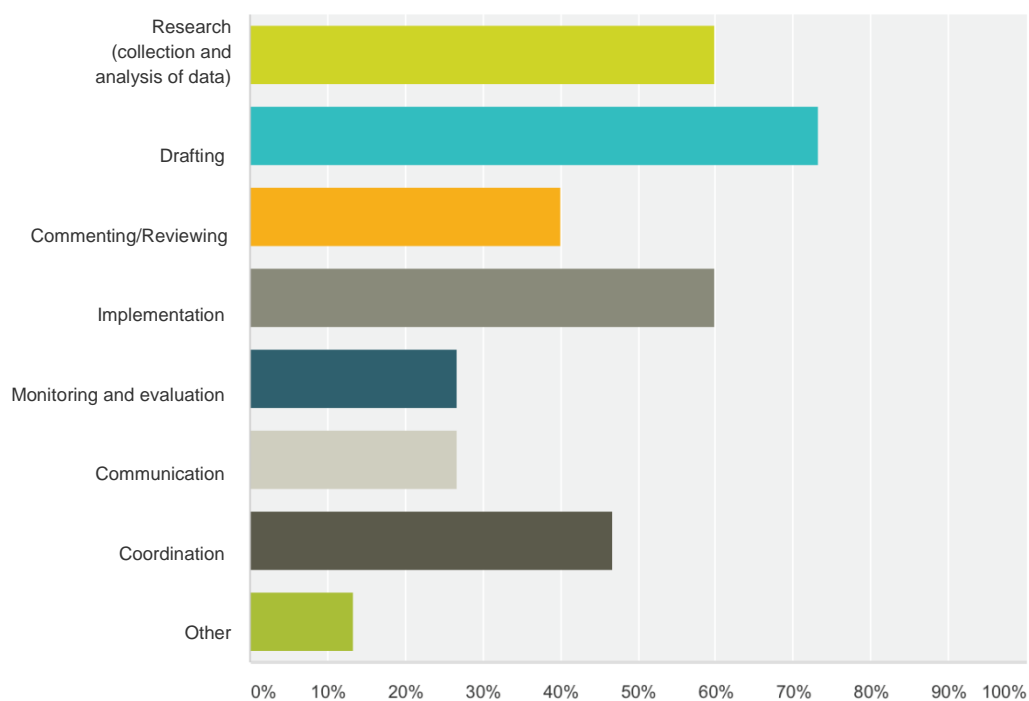


Answer Choices	Responses	
Yes	0.00%	15
No	100.00%	5
<b>Total</b>		<b>20</b>

## Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

### Q8 If yes, please select applicable options:

Answered: 15 Skipped: 5



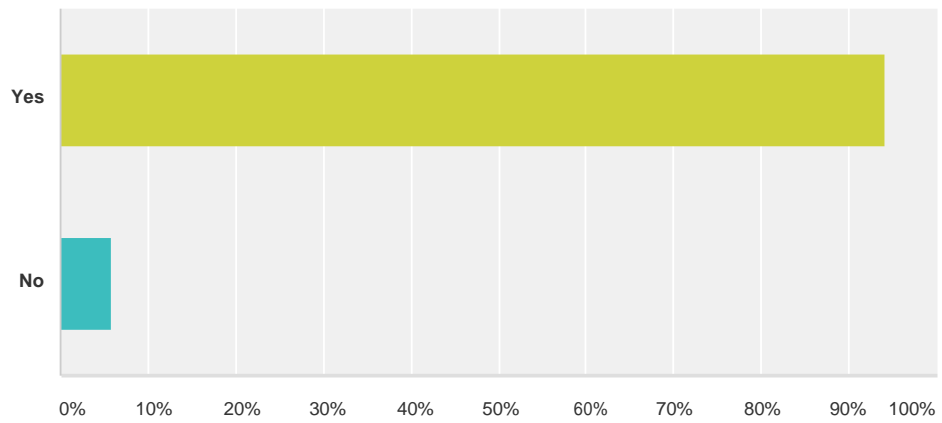
Answer Choices	Responses
Research (collection and analysis of data)	60.00% 9
Drafting	73.33% 11
Commenting/Reviewing	40.00% 6
Implementation	60.00% 9
Monitoring and evaluation	26.67% 4
Communication	26.67% 4
Coordination	46.67% 7
Other	13.33% 2
<b>Total Respondents: 15</b>	



Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q9 Do you have job specification (Terms of Reference) as annex of your actual working contract?

Answered: 17 Skipped: 3

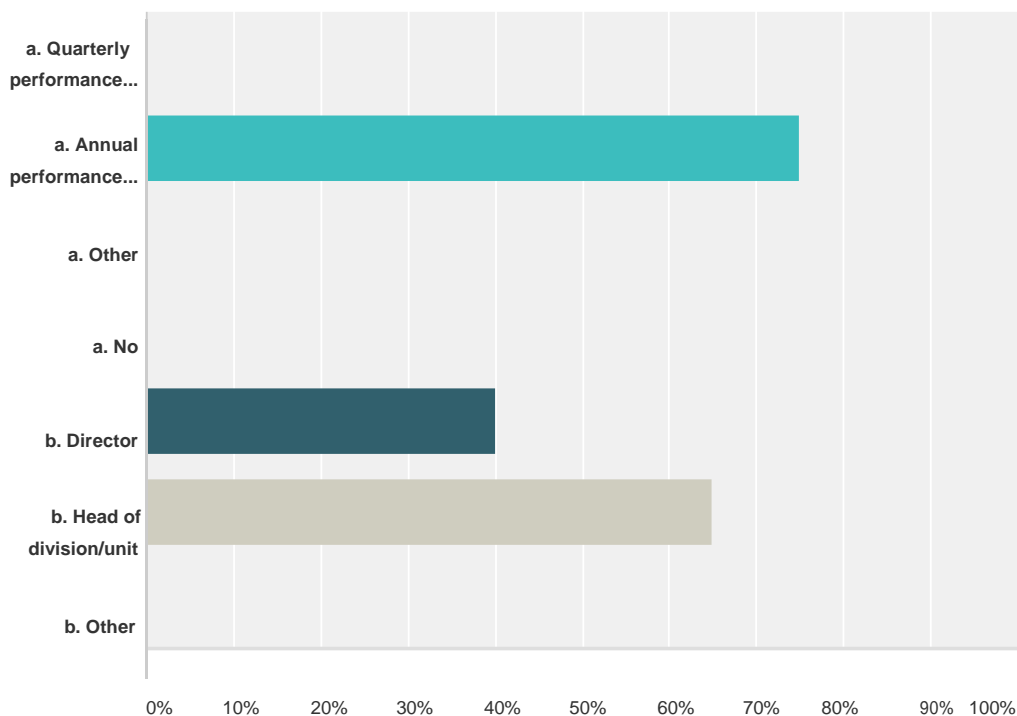


Answer Choices	Responses	
Yes	0.00%	16
No	100.00%	1
<b>Total</b>		<b>17</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

**Q10 How and by whom is your job performance evaluated?**  
 Please select one option under a. and if applicable select one under b.

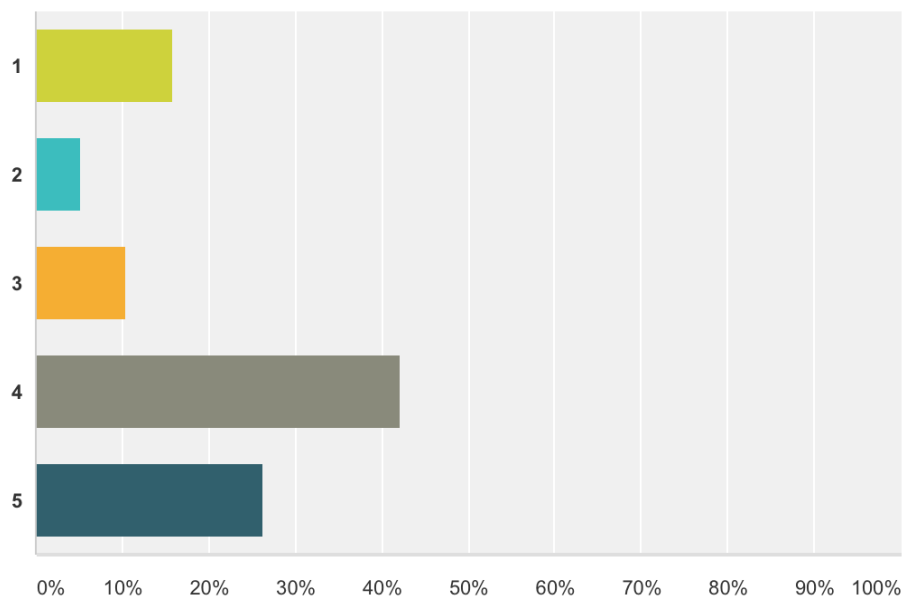
Answered: 20 Skipped: 0



Answer Choices	Responses	
a. Quarterly performance assessment	0.00%	0
a. Annual performance assessment	75.00%	15
a. Other	0.00%	0
a. No	0.00%	0
b. Director	40.00%	8
b. Head of division/unit	60.00%	13
b. Other	0.00%	0
<b>Total Respondents: 20</b>		

**Q11 What is your level of satisfaction with the current methods of performance evaluation?  
(Select one number between 1 and 5, 1 refers to poor and 5 to excellent)**

Answered: 19 Skipped: 1

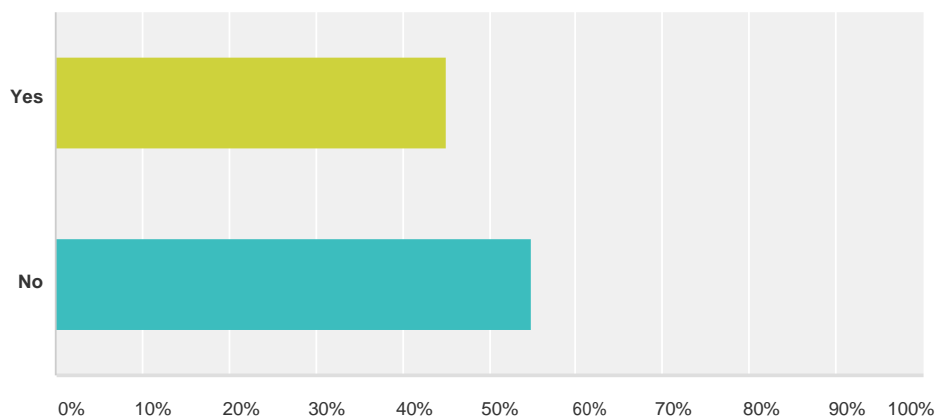


Answer Choices	Responses	
1	15.79%	3
2	5.26%	1
3	10.53%	2
4	42.11%	8
5	26.32%	5
<b>Total</b>		<b>19</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

**Q12 Is there any incentive for employees  
(e.g. access to training facilities, opportunity to share experiences, study visits, change of job position etc)?**

Answered: 20 Skipped: 0



Answer Choices	Responses	
Yes	45.00%	9
No	55.00%	11
<b>Total</b>		<b>20</b>

## Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

### Q13 Please enter number of years in your current post:

Answered: 19 Skipped:1

#	Responses	Date
1	<b>11-15</b> 1984-1991 (7); 2004-2017 (13)	4/18/2017 1:12 PM
2	<b>0-5</b> 4 vite	3/27/2017 2:08 PM
3	<b>0-5</b> 2	3/23/2017 4:40 PM
4	<b>more than 16</b> para lufte dhe pas lufte njejti mune zyrtare	3/23/2017 10:59 AM
5	<b>11-15</b> 15	3/22/2017 2:33 PM
6	<b>0-5</b> 9 muaj.	3/21/2017 4:29 PM
7	<b>11-15</b> 13	3/21/2017 1:18 PM
8	<b>0-5</b> 5	3/21/2017 11:26 AM
9	<b>6-10</b> 7	3/20/2017 11:27 PM
10	<b>0-5</b> 4 vjeqar	3/20/2017 7:59 PM
11	<b>0-5</b> 3	3/20/2017 5:03 PM
12	<b>6-10</b> 8 vite	3/20/2017 4:53 PM
13	<b>0-5</b> dy vite	3/20/2017 4:43 PM
14	<b>0-5</b> 4	3/20/2017 4:23 PM
15	<b>6-10</b> 8 vite.	3/20/2017 3:45 PM
16	<b>0-5</b> 3	3/20/2017 2:42 PM
17	<b>0-5</b> 3	3/20/2017 2:39 PM
18	<b>11-15</b> 14 (katërmbdhjetë) vite	3/20/2017 2:27 PM
19	<b>0-5</b> 1 vit e 7 muaj	3/20/2017 12:45 PM

**Q14 Please enter number of staff you are supervising:**

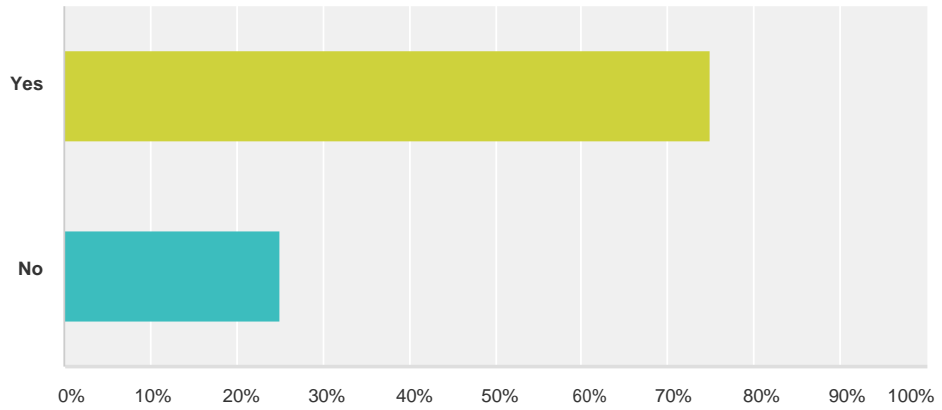
Answered: 16 Skipped: 4

#	Responses	Date
1	0	4/18/2017 1:12 PM
2	Nuk ka	3/27/2017 2:08 PM
3	3	3/22/2017 2:33 PM
4	0	3/21/2017 4:29 PM
5	4	3/21/2017 1:18 PM
6	0	3/21/2017 11:26 AM
7	0	3/20/2017 11:27 PM
8	1	3/20/2017 7:59 PM
9	5	3/20/2017 5:03 PM
10	0	3/20/2017 4:53 PM
11	asnje	3/20/2017 4:43 PM
12	asnje	3/20/2017 4:23 PM
13	4	3/20/2017 3:45 PM
14	5	3/20/2017 2:42 PM
15	-	3/20/2017 2:39 PM
16	2	3/20/2017 12:45 PM

**Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q15 During your job carrier within municipality, did you have any professional training?**

Answered: 20 Skipped: 0

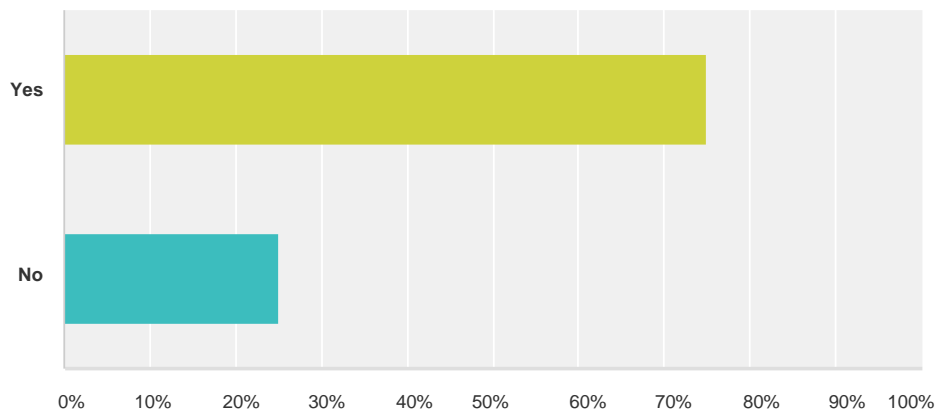


Answer Choices	Responses	
Yes	75.00%	15
No	25.00%	5
<b>Total</b>		<b>20</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q16 Did you change your working practice after completion of the professional training?

Answered: 15 Skipped: 5



Answer Choices	Responses
Yes	73.33% 11
No	26.67% 4
<b>Total</b>	<b>15</b>



**Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

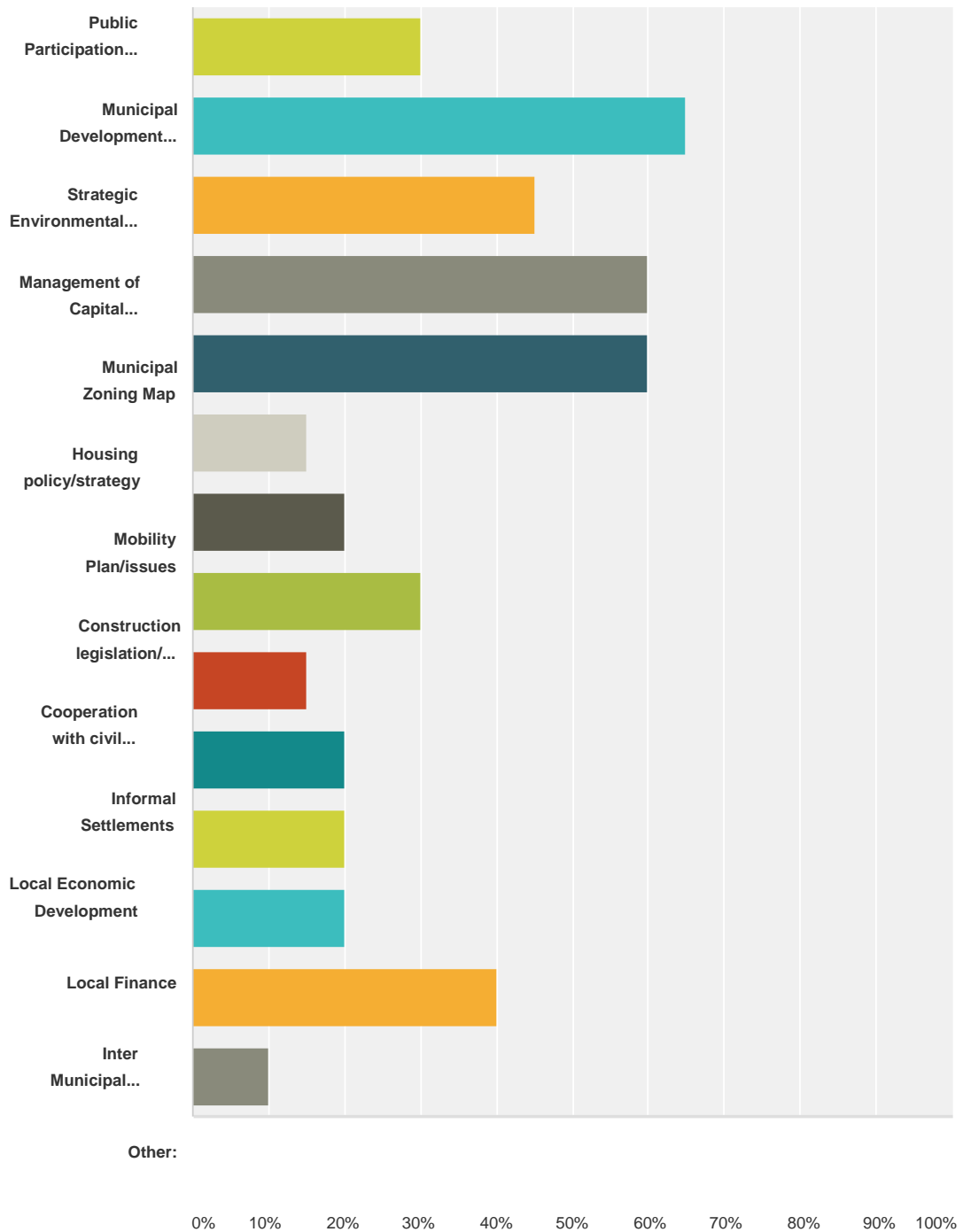
**Q17 What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?**

Answered: 20 Skipped: 0

#	Responses	Date
1	See below.	--
2	See below.	--
3	See below.	--
4	See below.	--
5	See below.	--
6	See below.	--
7	See below.	--
8	See below.	--
9	See below.	--
10	See below.	--
11	See below.	--
12	See below.	--
13	See below.	--
14	See below.	--
15	See below.	--
16	See below.	--
17	See below.	--
18	See below.	--
19	See below.	--
20	See below.	--

**Q18 Which of the following of these new themes would you be interested in?**

Answered: 20 Skipped: 0



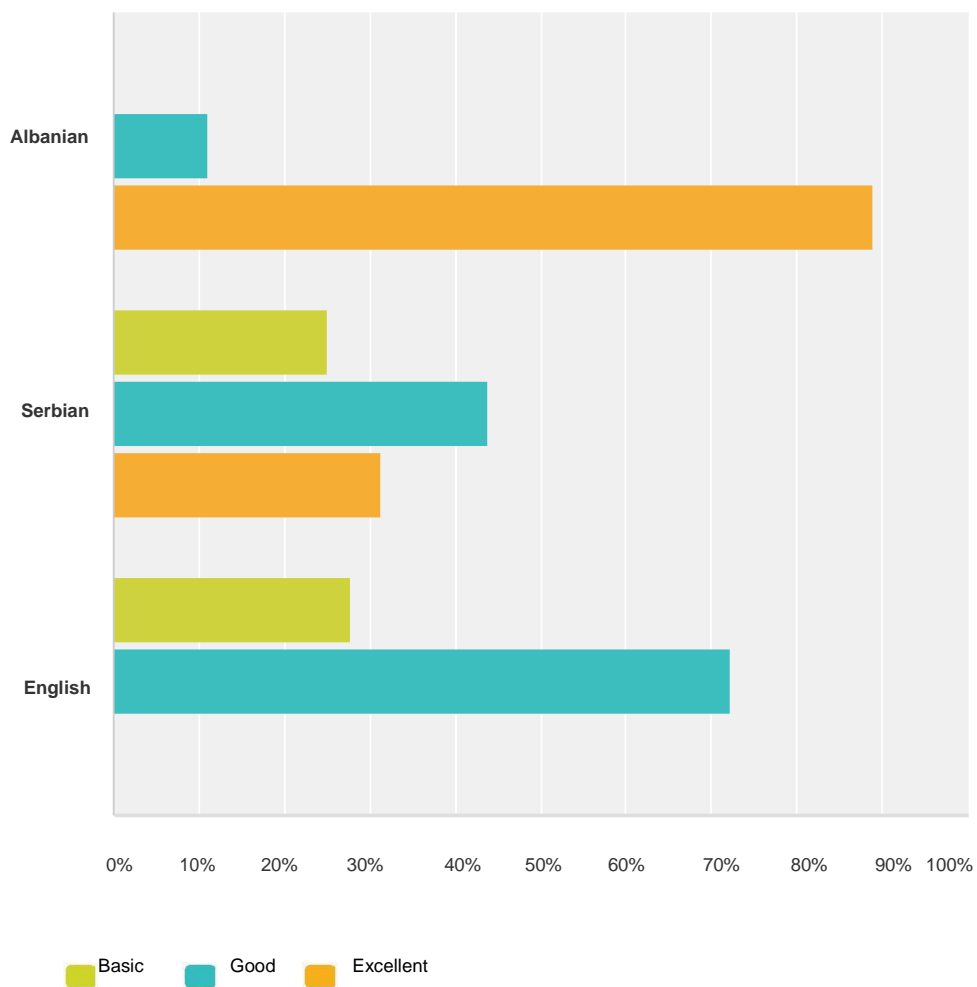
### Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Answer Choices	Responses	
Public Participation in Spatial Planning	30.00%	6
Municipal Development Plan	65.00%	13
Strategic Environmental Assessment	45.00%	9
Management of Capital Investment Projects	60.00%	12
Municipal Zoning Map	60.00%	12
Housing policy/strategy	15.00%	3
Mobility Plan/issues	20.00%	4
Construction legislation/policies	30.00%	6
Cooperation with civil society	15.00%	3
Informal Settlements	20.00%	4
Local Economic Development	20.00%	4
Local Finance	20.00%	4
Inter Municipal Cooperation	40.00%	8
Other:	10.00%	2
<b>Total Respondents: 20</b>		

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q19 Which are your language skills?

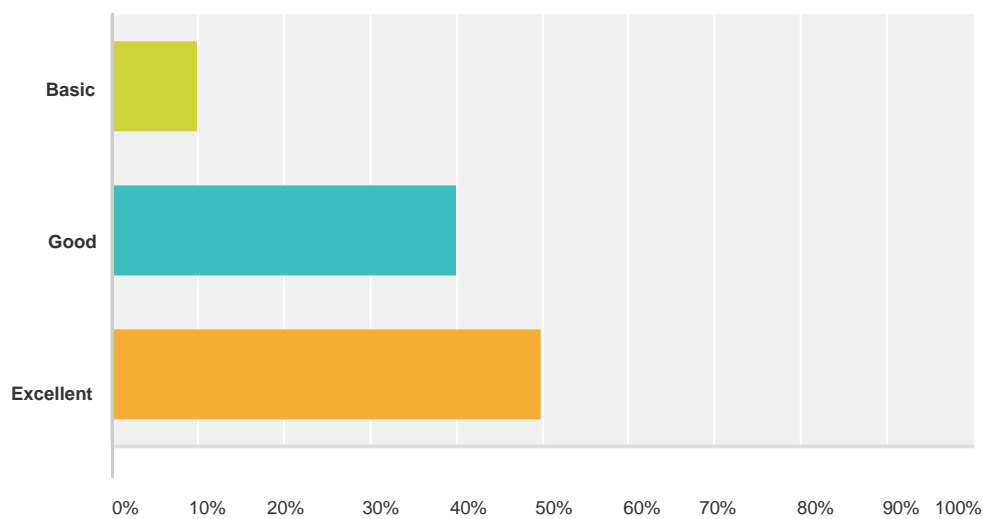
Answered: 20 Skipped: 0



	Basic	Good	Excellent	Total
Albanian	0.00% 0	11.11% 2	88.89% 16	18
Serbian	25.00% 4	43.75% 7	31.25% 5	16
English	27.78% 5	72.22% 13	0.00% 0	18

**Q20 What is your knowledge of Microsoft Office package use?**

Answered: 20 Skipped: 0

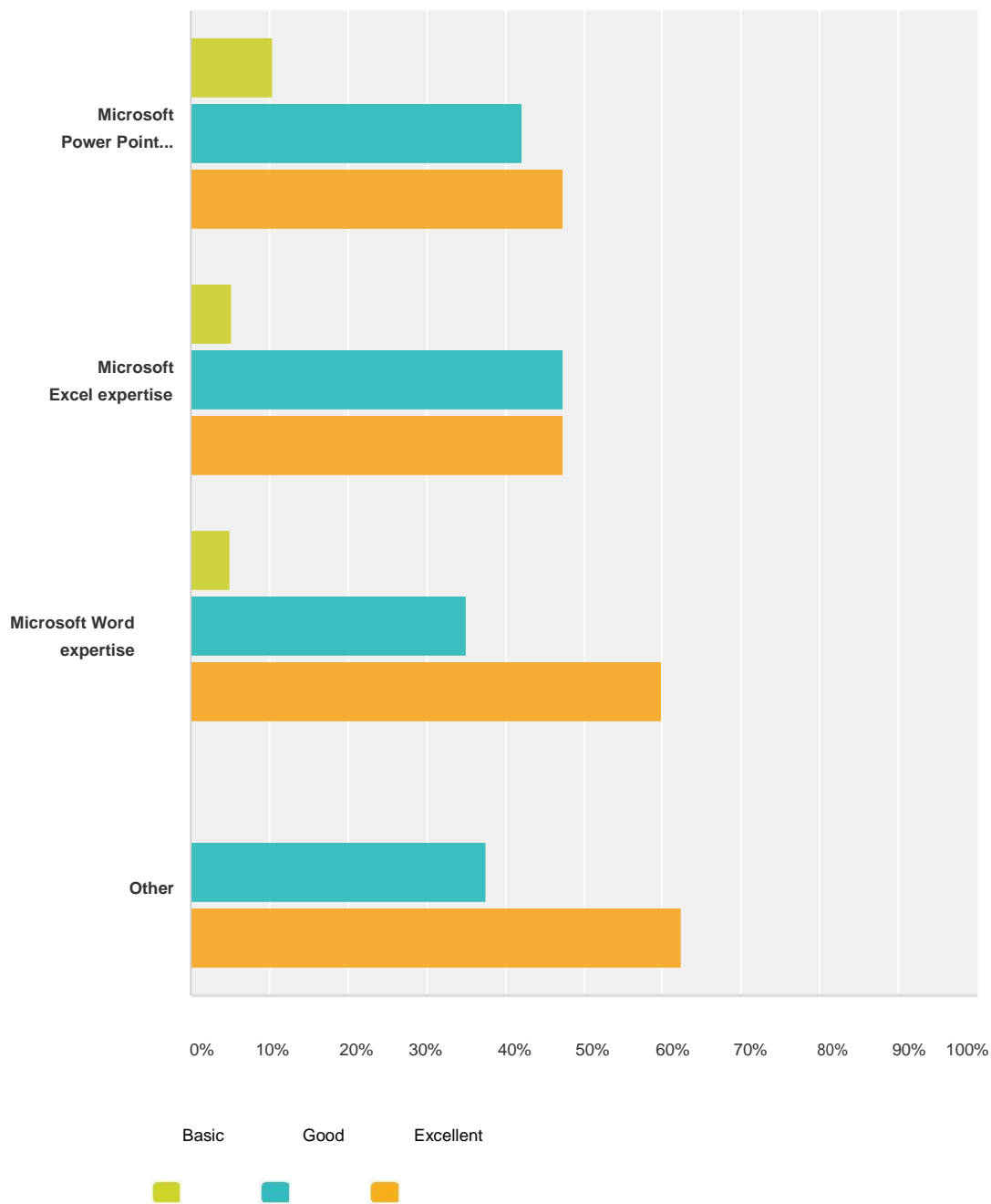


Answer Choices	Responses	
Basic	10.00%	2
Good	40.00%	8
Excellent	50.00%	10
<b>Total</b>		<b>20</b>

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q21 Please select type and level Basic, Good or Excellent for each:

Answered: 20 Skipped: 0

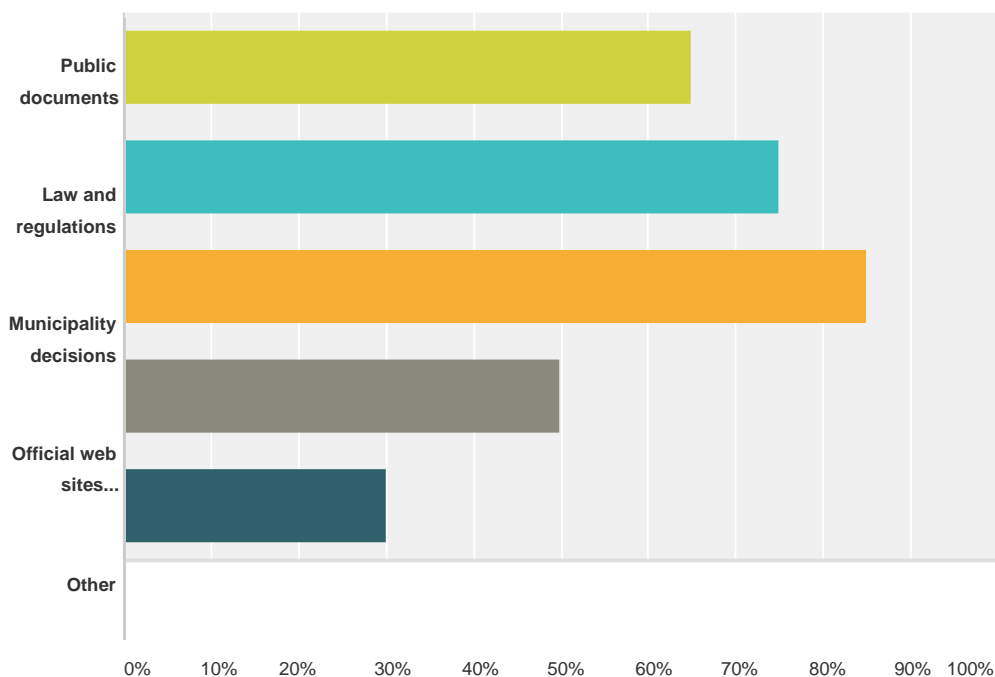


	Basic	Good	Excellent	Total
Microsoft Power Point expertise	10.53% 2	42.11% 8	47.37% 9	19
Microsoft Excel expertise	5.26% 1	47.37% 9	47.37% 9	19
Microsoft Word expertise	5.00% 1	35.00% 7	60.00% 12	20
Other	0.00% 0	37.50% 3	62.50% 5	8

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q22 What kind of sources you professionally use for data collection?

Answered: 20 Skipped: 0

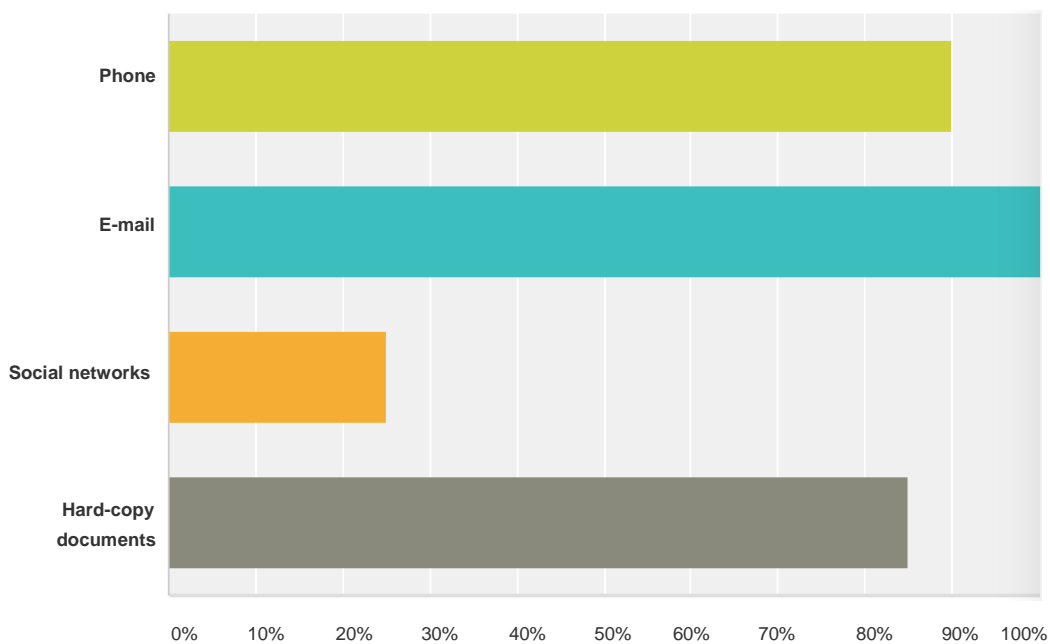


Answer Choices	Responses	
Public documents	65.00%	13
Law and regulations	75.00%	15
Municipality decisions	85.00%	17
Official web sites information	50.00%	10
Other	30.00%	6
<b>Total Respondents: 20</b>		

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q23 What are your official communication tools?

Answered: 20 Skipped: 0

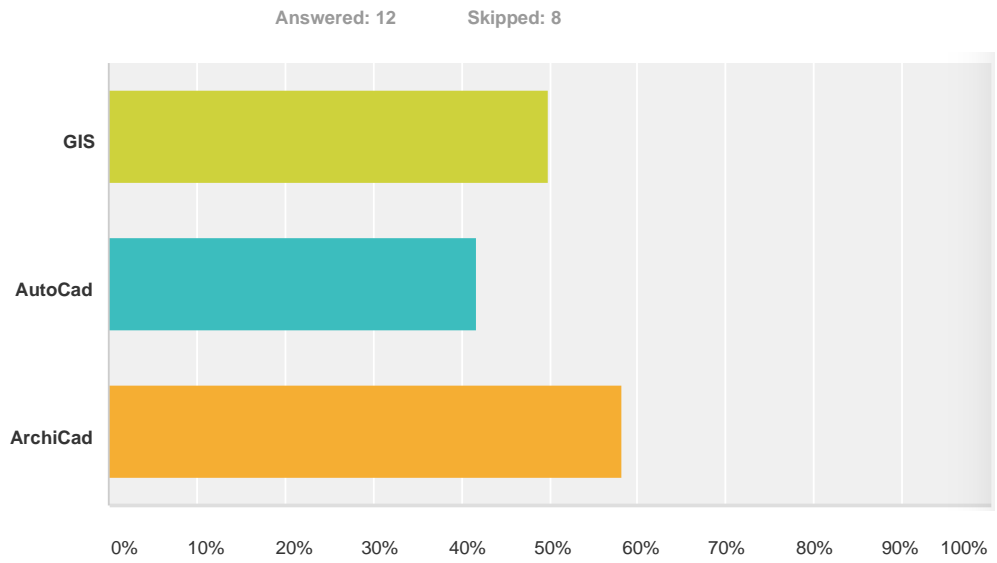


Answer Choices	Responses	
Phone	90.00%	18
E-mail	100.00%	20
Social networks	25.00%	5
Hard-copy documents	85.00%	17
<b>Total Respondents: 20</b>		



**Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)**

**Q24 Are you using any of the listed softwares for your daily job?  
If NO, please proceed to next question.  
If YES, please select the respective ones:**

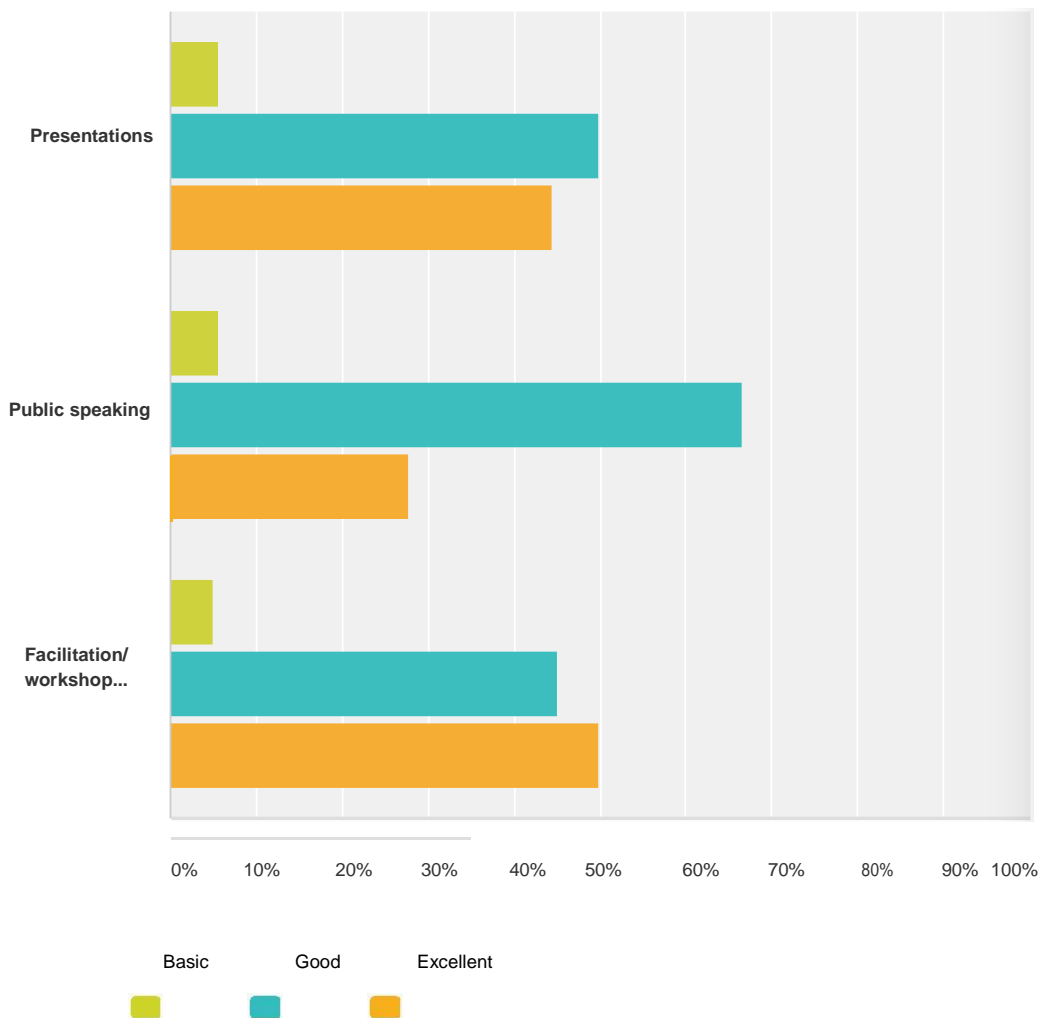


Answer Choices	Responses
GIS	50.00% 6
AutoCad	41.67% 5
ArchiCad	58.33% 7
<b>Total Respondents: 12</b>	

Annex 7.3: Municipal Staff Skills Inventory- Survey findings (System summary)

Q25 What are your skills in the following categories?

Answered: 20 Skipped: 0



	Basic	Good	Excellent	Total
Presentations	5.56% 1	50.00% 9	44.44% 8	18
Public speaking	5.56% 1	66.67% 12	27.78% 5	18
Facilitation/workshop experience	5.00% 1	45.00% 9	50.00% 10	20

## Annex 7.4: Register of Planning Documents

### MUNICIPALITY OF MITROVICA SOUTH

Register of statutory strategic and operational spatial planning documents formulated by the local government.

#### Government at the local level

##### Strategic spatial planning documents:

Type of document:	Municipal Spatial Plan
Title of the document:	Municipal Development Plan of Mitrovica 2008-2025+
Coverage area	Territory of Municipality of Mitrovica South and North/ 336 km <sup>2</sup> ;
Drafted:	2008;
Amended:	n/a
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local construction company "LinProjekt" and Swiss company "Metron-AG";
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian; Serbian; English;
Format available:	Print; Digital/PDF, GIS;
Availability:	Yes.

Type of document:	Urban Spatial Plan
Title of the document:	Urban Development Plan of Mitrovica 2008-2025+
Coverage area	Territory of city of Mitrovica- South and North/ 970 ha;
Drafted:	2008;
Amended:	n/a
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local construction company "LinProjekt" and Swiss company "Metron-AG";
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian; Serbian; English;
Format available:	Print; Digital/PDF, GIS;
Availability:	Yes.

## Annex 7.4: Register of Planning Documents

### Operational spatial planning documents:

Type of document:	Detailed Regulation Plan
Title of the document:	Urban Regulatory Plan 'Qendra' 2010-2025+;
Coverage area	97 ha;
Drafted:	2010;
Amended:	n/a;
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local construction company "LinProjekt"
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian;
Format available:	Print; Digital/PDF; Digital/GIS;
Availability:	Yes.

Type of document:	Detailed Regulation Plan
Title of the document:	Urban Regulatory Plan 'Ilirida' 2010-2025+;
Coverage area	55 ha;
Drafted:	2010;
Amended:	n/a;
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local construction company "LinProjekt"
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian;
Format available:	Print; Digital/PDF; Digital/GIS;
Availability:	Yes.

#### Annex 7.4: Register of Planning Documents

Type of document:	Detailed Regulation Plan
Title of the document:	Urban Regulatory Plan 'Bair' 2012-2025+;
Coverage area	192 ha;
Drafted:	2012;
Amended:	n/a;
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local construction company "LinProjekt"
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian;
Format available:	Print; Digital/PDF; Digital/GIS;
Availability:	Yes.

Type of document:	Detailed Regulation Plan
Title of the document:	Urban Regulatory Plan 'Fidanishte' 2010-2025+;
Coverage area	68 ha;
Drafted:	2010;
Amended:	n/a;
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local construction company "LinProjekt"
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian;
Format available:	Print; Digital/PDF; Digital/GIS;
Availability:	Yes.

#### Annex 7.4: Register of Planning Documents

Type of document:	Detailed Regulation Plan
Title of the document:	Urban Regulatory Plan 'Sitnica' 2014, Municipality of Mitrovica South;
Coverage area	48 ha;
Drafted:	2014;
Amended:	n/a;
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local company "Vizion Project"
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian;
Format available:	Print; Digital/PDF; Digital/GIS;
Availability:	Yes.

Type of document:	Detailed Regulation Plan
Title of the document:	Urban Regulatory Plan 'Ura e Gjakut' 2015, Municipality of Mitrovica South;
Coverage area	106 ha;
Drafted:	2015;
Amended:	n/a;
Status:	Valid;
Department:	Department of Spatial Planning and Urbanism (DPU);
Drafting authority:	Outsourced to local company "Prima Engineering"
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.2003/14 on Spatial Planning; Law no.03/L-106 for the amendment of the Law no.2003/14 on Spatial Planning;
Language/s:	Albanian;
Format available:	Print; Digital/PDF; Digital/GIS;
Availability:	Yes.

## Annex 7.4: Register of Planning Documents

### Operational sectoral planning documents:

Type of document:	Housing Program
Title of the document:	Three year Housing Program 2016-2019;
Coverage area	Territory of Municipality of Mitrovica South;
Drafted:	2016;
Amended:	n/a;
Status:	Valid;
Department:	Department of Planning and Urbanism (DPU)
Drafting authority:	In-house, supported by the Ministry of Environment and Spatial Planning (MESp);
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.03/L-164 on Financing Special Housing Programs;
Language/s:	Albanian;
Format available:	Digital/PDF;
Availability:	n/a;

Type of document:	Environmental assessments for spatial plans
Title of the document:	Strategic Environmental Assessment Report (SEA) for the MDP/UDP ;
Coverage area	Territory of Municipality of Mitrovica South and North/ 336 km <sup>2</sup> ;
Drafted:	2014;
Amended:	n/a;
Status:	Valid;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.03/L-015 on Strategic Environmental Assessment;
Language/s:	Albanian;
Format available:	n/a;
Availability:	n/a;

#### Annex 7.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Municipal Waste Management Plan 2016-2021;
Coverage area	n/a.
Drafted:	2016;
Amended:	n/a.
Status:	Valid;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house, supported by German Corporation for International Cooperation (GIZ);
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.04/L-060 on Waste;
Language/s:	Albanian, English;
Format available:	Print; Digital/PDF;
Availability:	Yes.

Type of document:	Action Plan
Title of the document:	Local Environmental Action Plan 2012- 2017;
Coverage area	n/a;
Drafted:	2012;
Amended:	n/a;
Status:	Valid;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house, supported by Regional Environmental Centre (REC);
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.03/L-025 on Environmental Protection;
Language/s:	Albanian, English;
Format available:	Print; Digital/PDF;
Availability:	Yes.



#### Annex 7.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Municipal Integrity Plan 2016-2021;
Coverage area	n/a;
Drafted:	2016;
Amended:	n/a;
Status:	Valid;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house, supported by United Nation Development Programme (UNDP);
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no.03/L-025 on Environmental Protection;
Language/s:	Albanian, English;
Format available:	Print; Digital/PDF;
Availability:	Yes.

Type of document:	Action Plan
Title of the document:	Garbage collection reorganization plan;
Coverage area	“Center” and “ 2 korriku” neighbourhood;
Drafted:	2016;
Amended:	n/a;
Status:	Valid;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house;
Decision making authority:	Department of Environmental Protection (DEP)
Legal basis:	n/a.
Language/s:	Albanian;
Format available:	Print; Digital/PDF;
Availability:	Yes.

#### Annex 7.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Biodiversity Plan 2017-2022;
Coverage area	n/a;
Drafted:	2017;
Amended:	n/a;
Status:	Initiated;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no. 02/L-18 on Nature Protection;
Language/s:	Albanian;
Format available:	n/a;
Availability:	No.

Type of document:	Action Plan
Title of the document:	Noise Protection Plan 2017-2022;
Coverage area	n/a;
Drafted:	2017;
Amended:	n/a;
Status:	Initiated;
Department:	Department of Environmental Protection (DEP)
Drafting authority:	In-house;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no. 02/L-102 on Noise Protection;
Language/s:	Albanian;
Format available:	n/a;
Availability:	No.

#### Annex 7.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Action Plan for Improved Municipal Services/ Improving green open areas in the city;
Coverage area	City of Mitrovica- south;
Drafted:	2012;
Amended:	n/a;
Status:	Finalized
Department:	Department of Environmental Protection (DEP); Department of Public Services and Infrastructure (DPSI)
Drafting authority:	In-house, supported by the United States Agency for International Development (USAID)/ Democratic Effective Municipalities Initiative (DEMI)
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	n/a;
Language/s:	Albanian;
Format available:	Digital/PDF;
Availability:	No.

Type of document:	Action Plan
Title of the document:	Disaster risk assessment in the Municipality of Mitrovica South;
Coverage area	n/a.
Drafted:	2011;
Amended:	n/a.
Status:	Valid;
Department:	Department of Protection and Rescue (DPR)
Drafting authority:	In-house, supported by Ministry of Internal Affairs/ Emergency Management Agency;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no. 04/-L-027 for Protection Against Natural and other Disasters;
Language/s:	Albanian;
Format available:	Print; Digital/Microsoft Word;
Availability:	Yes.

#### Annex 7.4: Register of Planning Documents

Type of document:	Action Plan
Title of the document:	Emergency Response Plan in the Municipality of Mitrovica South 2010-2015;
Coverage area	n/a.
Drafted:	2010;
Amended:	n/a.
Status:	Valid;
Department:	Department of Protection and Rescue (DPR)
Drafting authority:	In-house, supported by Ministry of Internal Affairs/ Emergency Management Agency;
Decision making authority:	Municipal Assembly, Municipality of Mitrovica South;
Legal basis:	Law no. 04/-L-027 for Protection Against Natural and other Disasters;
Language/s:	Albanian;
Format available:	Print; Digital/Microsoft Word;
Availability:	Yes.

## Annex 7.5: Register of Projects

### MUNICIPALITY OF MITROVICA SOUTH

Register of capital projects implemented by the government at the local and central level, and the international organizations, in 2015 and 2016

*Source: Municipality of Mitrovica South*

#### Government at the local level

\* The amounts highlighted in red colour is unclear from the provided data whether is the total amount of the project or the participation of the local government

#	Project description:	Quantity/ unit:	Amount:
1.	Construction and reconstruction of local roads		4,487,047 Euros
2.	Construction and reconstruction of water supply and sewage system		969,242 Euros
3.	Participation in the joint project with Luxembourg Development Cooperation (LuxDev) on construction of water supply network construction		n/a;
4.	Construction of public lightning		76,005 Euros
5.	Signage system- street and facilities		47,334 Euros
6.	Upgrading and Maintenance of Cemetery		100,707 Euros
7.	Construction of two bus stops		9,506 Euros
8.	Urban furniture and decoration in the urban area		24,531 Euros
			<b>5,714,372 Euros</b>

Note:

The capital projects introduced under this section include projects implemented by the Department of Planning and Urbanism (DPU), Department of Public Services and Infrastructure (DI), Department of Environmental Protection (DEP), Department of Protection and Rescue (DPR).

#### Government at the central level

\* The amounts highlighted in red colour is unclear from the provided data whether is the total amount of the project or the participation of the local government

#### **Ministry of infrastructure**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of local roads and reconstruction of sidewalks in the city of Mitrovica		246,839 Euros
2.	Construction of local roads, village of Verrnice		452,869 Euros
			<b>699,708 Euros</b>

#### **Ministry of environment and spatial planning**

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of local roads in the city of Mitrovica;		311,164 Euros
2.	Construction of local roads in the sup-urban area- Shipol;		16,056 Euros
3.	Construction of the road and supporting infrastructure in the Economic Zone;		458,853 Euros
4.	Construction of local roads in village of Pirq		178,742 Euros

## Annex 7.5: Register of Projects

5.	Construction of artificial lake in the city of Mitrovica		4,000,000 Euros
			<b>4,964,815 Euros</b>

### Ministry of local government and administration

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of local roads, sewage and atmospheric water network in the city of Mitrovica		287,292 Euros
			<b>287,292 Euros</b>

### Ministry of culture, youth and sports

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of commercial centre in the city of Mitrovica		8,000,000 Euros
			<b>8,000,000 Euros</b>

### International organizations

#### European Union Office in Kosovo- 2015 and 2016

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of the multi-functional centre in the city of Mitrovica, financed by European Union Office in Kosovo		n/a;
2.	Construction of the sports centre in the city of Mitrovica, financed by European Union Office in Kosovo		n/a;
3.	Revitalization of the Ibar bridge, financed by European Union Office in Kosovo		n/a;
4.	Reconstruction of the squares "Isa Boletini", "Adem Jashari", "Avni Uka", financed by European Union Office in Kosovo		2,000,000 Euros
			<b>2,000,000 Euros</b>

#### Luxembourg Development Cooperation (LuxDev)

#	Project description:	Quantity/ unit:	Amount:
1.	Construction of water supply network		495,000 Euros
			<b>495,000 Euros</b>

#### German Corporation for International Cooperation (GIZ)

#	Project description:	Quantity/ unit:	Amount:
1.	Expansion of waste collection service to rural areas		94,000 Euros
			<b>94,000 Euros</b>

## Annex 7.6: Register of Stakeholders

### MUNICIPALITY OF MITROVICA SOUTH Register of stakeholders

Who	Areas of engagement	Main achievements	Ongoing projects	Planned projects	Role/ Membership in coordination mechanisms	LEVEL OF STAKE-INFLUENCE **	GENDER MARKER *****
<b>Local level</b>							
Department of Planning and Urbanism (DPU)	Urban and spatial planning and development management;	Issuing construction permits for private developments; Implementation of capital investment projects/ public facilities, public space and mobility with the support of EU office in Kosovo;	Artificial Lake construction in Mitrovica; Revitalisation of Ibar Bridge;	Expansion of sewage system in rural areas in cooperation with DPSI;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Environmental Protection (DEP)	Environmental planning and development management;	In-house drafting of environmental strategic and operational plans; Issuing environmental permits; Establishing the municipal office for waste management; Expanding waste collection services in rural areas;	Drafting of Biodiversity Plan and Noise Protection Plan;	n/a;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender blind;
Department of Public Services and Infrastructure (DPSI)	Development, management and maintenance of technical infrastructure, public space, cemeteries;	Implementation of capital investment projects/ road infrastructure, technical infrastructure such as public lightning, water supply, sewage system; Maintenance of the respective public infrastructure;	Road infrastructure projects; Maintenance of public infrastructure;	Road infrastructure projects; Expansion of sewage system in rural areas; Maintenance of public infrastructure;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Geodesy, Cadastre	Land and property	n/a;	n/a;	n/a;	Decision-making;	Big stake-	Gender aware;

## Annex 7.6: Register of Stakeholders

and Property (DGCP)	management;				Technical assistance and advisory.	High influence	
Department of Agriculture and Rural Development (DARD)	Rural development management;	Inventory of local producers/farmers;	n/a;	n/a;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Rescue and Protection (DRP)	Disaster risk management, emergency planning and response;	Emergency simulation exercise with the local stakeholders; Training of RAE community (male and female) on emergency response; Annual Lushta river cleaning initiative;	n/a;	n/a;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department Economic Development and Finance (DEDF)	Budget and financial planning management.	n/a;	n/a;	n/a;	Decision-making; Technical assistance and advisory.	Big stake-High influence	n/a;
Department of Healthcare (DH)	Development and management of healthcare facilities and services;	Improved healthcare service in the urban and rural area-increased medical staff in healthcare facilities;	Development and management of healthcare facilities and services;	Development and management of healthcare facilities and services;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Education (DE)	Development and management of educational facilities and services;	n/a;	Development and management of educational facilities and services;	Development and management of educational facilities and services;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;



## Annex 7.6: Register of Stakeholders

Department of Culture, Youth and Sports	Development and management of culture, youth and sports facilities and activities;	Sports fair;	Development and management of culture, youth and sports facilities and activities;	Development and management of culture, youth and sports facilities and activities;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;
Department of Inspection	Inspection;	Inspection of construction and use of public facilities/space;	Inspection of construction and use of public facilities/space;	Inspection of construction and use of public facilities/space;	Decision-making; Technical assistance and advisory.	Big stake-High influence	Gender aware;

Public Enterprises							
Joint stock company "Infrakos"	National railroads-networks development, management and maintenance;	Provision of network maintenance;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Big stake-Big influence	n/a;
Joint stock company "KEK"	Power distribution-network development, management and maintenance;	Provision of network maintenance;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Big stake-Big influence	n/a;
Joint stock company 'PTK Vala', Pristina-Branch office in Mitrovica South.	Telecommunications- fixed, mobile and internet services- network development, management and maintenance;	Provision of telecommunication services;	Networks development, management and maintenance;	Network development, management and maintenance;	Technical assistance and advisory.	Small stake- low influence	n/a;
Public Enterprise 'Post of Kosovo',	Shipping and mailing services;	Shipping and mailing services;	Shipping and mailing services;	Shipping and mailing services;	Technical assistance	Small stake- low	n/a;

## Annex 7.6: Register of Stakeholders

Pristina Branch office in Mitrovica South.					and advisory.	influence	
Public Enterprise 'Uniteti', Mitrovica South.	Maintenance of public Infrastructure;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Maintenance of infrastructure and services- road infrastructure cleaning, waste collection/ disposal;	Technical assistance and advisory.	Big stake- Low influence	n/a;
Public Enterprise 'Mitrovica', Mitrovica South.	Water supply and sewage;	Water supply service; Sewage system maintenance;	Water supply service; Sewage system maintenance;	Water supply service; Sewage system maintenance;	Technical assistance and advisory.	Big stake- Low influence	n/a;
Public Enterprise 'Stacioni i Autobuseve', Mitrovica South.	Public transport;	Manage inter-urban public transport service; Manage supporting facilities/ bus station;	Manage inter-urban public transport service; Manage supporting facilities/ bus station;	Manage inter-urban public transport service; Manage supporting facilities/ bus station;	Technical assistance and advisory.	Big stake- Low influence	n/a;
Public Enterprise 'Tregu', Mitrovica South.	Management of the municipal market;	Management of the municipal market activity and maintenance of the respective physical infrastructure;	Management of the municipal market activity and maintenance of the respective physical infrastructure;	Management of the municipal market activity and maintenance of the respective physical infrastructure;	Technical assistance and advisory.	Big stake- Low influence	n/a;

<b>Private sector- (Main local private companies)</b>							
"LinProjekt" Mitrovica South	Planning, Design and Construction Company	Strategic and operational spatial plans; Architectural Designs; Construction of buildings- mainly residential;	Strategic and operational spatial plans; Architectural Designs; Construction of buildings- mainly residential;	Strategic and operational spatial plans; Architectural Designs; Construction of buildings- mainly residential;	n/a;	Small stake- low influence;	n/a;
"Aurora Group" Mitrovica South	Construction Company	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	n/a;	Small stake- low influence;	n/a;
"Remo Com" Mitrovica South	Construction Company	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	n/a;	Small stake- low influence;	n/a;

## Annex 7.6: Register of Stakeholders

				residential;		influence;	
“Universal” Mitrovica South	Construction Company	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	Construction of buildings- mainly residential;	n/a;	Small stake- low influence;	n/a;
“Eurondertimi” Mitrovica South	Construction Company	Construction of roads and supporting technical infrastructure;	Construction of roads and supporting technical infrastructure;	Construction of roads and supporting technical infrastructure;	n/a;	Small stake- low influence;	n/a;
“Tropiku” Mitrovica South	Construction Company	Construction of roads and supporting technical infrastructure;	Construction of roads and supporting technical infrastructure;	Construction of roads and supporting technical infrastructure;	n/a;	Small stake- low influence;	n/a;
“Ambienti-G” Mitrovica South	Upgrading and maintenance of open areas;	Upgrading of green open areas; Maintenance of public space, cemeteries;	Upgrading of green open areas; Maintenance of public space, cemeteries;	Upgrading of green open areas; Maintenance of public space, cemeteries;	n/a;	Big stake- low influence;	n/a;

International Organizations							
European Union Office in Kosovo	Development and implementation of capital investments;	Implementation of capital investment projects: Public space;	Implementation of capital investment projects: Mobility; Public facilities;	n/a;	Technical assistance and capital investment;	Big stake- high influence	n/a;
United Nations Development Programme (UNDP)	Provision of expertise on good governance;	Support drafting of “Municipal Integrity Plan”	Monitor Municipal Integrity Plan implementation	n/a;	Technical assistance;	Small stake- Low influence	n/a;
German Corporation for International Cooperation (GIZ)	Provision of expertise and training;	Reform of waste management system;	Reform of waste management system; DRR- mapping natural disaster impact;	n/a;	Technical assistance;	Small stake- Low influence	n/a;

**MUNICIPALITY OF MITROVICA SOUTH**  
**Municipal Baseline Assessment Participants List**

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26	Bahtir Maxhuni	M.S./Department of Protection and Rescue	Head of Emergency Response and Rescue Sector	+386 (0) 49699007	<a href="mailto:bahtir.maxhuni@rks-gov.net">bahtir.maxhuni@rks-gov.net</a>			
27	Beqir Haxhiu	M.S./Department of Protection and Rescue	Planning Officer	n/a	<a href="mailto:beqir.haxhiu@rks-gov.net">beqir.haxhiu@rks-gov.net</a>			
28	Blerim Mehulli	M.S./Department of Protection and Rescue	Emergency Officer	+386 (0) 49253573	<a href="mailto:blerim.mehulli@rks-gov.net">blerim.mehulli@rks-gov.net</a>			
29	Berat Jashari	M.S./Department of Healthcare	Head of Finance, Legal and Administrative, Medical Sector	+386 (0) 49555569	<a href="mailto:Berat.N.Jashari@rks-gov.net">Berat.N.Jashari@rks-gov.net</a>			
30	Fisnik Citaku	M.S./Department of Education	Budget and Finance Officer	+386 (0) 49171020	<a href="mailto:fnisnik.citaku@rks-gov.net">fnisnik.citaku@rks-gov.net</a>			
31	Vehbi Ahmeti	M.S./Department of Inspection	Head of Construction Inspection Sector	+386 (0) 49774092	<a href="mailto:vehbi.ahmeti@rks-gov.net">vehbi.ahmeti@rks-gov.net</a>			
32	Fehmi Fejza	M.S./Department of Culture, Youth and Sports	Head of Sports Sector	+386 (0) 49735132	<a href="mailto:fehmi.fejza@rks-gov.net">fehmi.fejza@rks-gov.net</a>			

**Annex 8. Number and gender of people surveyed during the municipal baseline assessment**

	Municipal self-assessment			Staff skills inventory survey			Municipal focus group		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Leposavic</b>	2	1	3	6	2	8	9	2	11
<b>Mitrovica N</b>	1	3	4	2	5	7	2	5	7
<b>Mitrovica S</b>	14	2	16	12	8	20	8	1	9
<b>Skenderaj</b>	10	2	12	7	3	10	10	2	12
<b>Vushtrri</b>	9	2	11	7	4	11	7	3	10
<b>Zubin Potok</b>	3	2	5	5	4	9	4	5	9
<b>Zvecan</b>	2	3	5	3	4	7	5	7	12
<b>Total</b>	41	15	56	42	30	72	45	25	70

**Annex 9: In-depth assessment of five (5) civil society organizations**

**Introductory information**

As part of the baseline study of the civil society organizations operating in the 7 northern municipalities, an in-depth assessment of capacities of a group of five organizations is undertaken in order to provide with a clear picture about their experience in working with local authorities and their technical capacities. The table below aims to provide balanced information about the organizations individually and as a group. Capacity development needs were identified directly by NGOs. While conducting the assessment it was hard to identify concrete achievements and impact of the work of the organizations given the fact that their capacities and expertise are still generally weak and their area focus changed over the years depending on funding being provided by the international community. The group of five organizations was identified based on their area of expertise, profile and geographical coverage pertinent for the programme.

Iniciativa Qytetare, Skenderaj	
Internal capacities	<p>Iniciativa Qytetare is founded and registered in 2016 as non-governmental organization. Democratization of the society is the primary focus of the activities of the organization while increase of financial transparency of local institutions and informal education of youth about negative behaviors such as drugs and narcotics present its special focus.</p> <p>Due to limited capacities, the organisation still could not prepare a strategy, however the activities of the organizations are streamlined in the area of contributing to financial transparency of the local authorities. Organization has prepared the <i>internal regulation</i> of the organization regulating the internal functioning of the organizations and issues related to tasks and responsibilities of staff, working hours, holidays, and basic financial management procedures. The provisions of the Labor Law of Kosovo and relevant procurement and payment procedures are consulted in preparing this regulation.</p> <p>The organization has a functioning Assembly of Members as their internal governance structure.</p> <p>There are 4 regular staff members employed in the organization and 2 additional staff with part time engagement. Three staff members have university degree in social sciences while one of them has finished high school. External associates and up to 10 volunteers that contribute to the activities of the organization are engaged on ad-hoc basis<sup>24</sup>.</p>
Experience and profile	<p>The experience of the organization is small; however the staff employed in this organisation has more than 7 years of experience in working with municipalities. The cooperation and monitoring work is done based on the Memorandum of Cooperation signed with Municipality of Skenderaj.</p> <p>-Monitoring financial management, budget preparation and budget expenditure of municipality of Skenderaj- the role of Iniciativa Qytetare in monitoring the financial transparency of Skenderaj municipality consists of observing the regular budgetary planning process, engagement of citizens and performance in budgetary expenditures.</p> <p>-Consultation with citizens and their inclusion in decision making process- the role of Iniciativa qytetare included direct communication with citizens, identification of their needs and advocacy actions at the municipality authorities</p> <p>While performing its role the organization has continuously advocated for certain changes and successfully convinced the Municipal Committee for Budget and Finances to reduce the budget for “goods and services” for 25% and instead proposed investment on issues of capital interest of citizens<sup>25</sup>,</p> <p>In order to best identify needs of citizens and cultivate strong contact with citizens, Iniciativa Qytetare only during September-October 2016, has conducted series of 6 consultation meetings with councils of the villages in municipality of Skenderaj. A total of 12 priority areas for municipal investment were identified during these meetings out of which 6 priorities were taken into account by municipal authorities and part of the municipal action plan. This is a specific example of a role of organizations in helping citizens articulate their needs but also advocate for their interest.</p>

<sup>24</sup> Interview with Milazim Mustafa, Iniciativa Qytetare Skenderaj

<sup>25</sup> Interview with Milazim Mustafa, Iniciativa Qytetare Skenderaj



	Mobilizing observers and volunteers and monitoring municipal elections was another role performed by Iniciativa Qytetare in partnership with other organizations such as Community Building Mitrovica, Qohu, Democracy+ etc as part of the Coalition for Election Integrity
Cooperation with other organizations and networks	Iniciativa Qytetare cooperated with Community Building Mitrovica, is an active member of MRMT and was part of the Coalition for Election Integrity <sup>26</sup> during 2016.
Financial resources and transparency	<ul style="list-style-type: none"> <li>• Due to the fact that Iniciativa Qytetare is newly established organization, the grants received so far were for projects of 6 months up one year time. The following donors supported their activities: KFOS and ATRC<sup>27</sup>. Currently they are waiting to receive approval for funding from Ministry of Local Government Administration and KCSF<sup>28</sup>.</li> <li>• Iniciativa Qytetare does not have a website of the organization and uses facebook page to inform the public about their work and activities. They report regularly by the fiscal authorities but do not publish their accounts.</li> </ul>
Conclusions	Iniciativa Qytetare has a solid experience in monitoring the financial performance of municipalities. Staff employed in the organization has deep knowledge of the financial planning, budgeting and expenditure cycle. In performing their task they apply the classical methodologies of collecting and analyzing data, participate in the consultation sessions of the Committee for Budget and Finances and vocally express their suggestions in front of local authorities. Communication with citizens is also their strength due to their presence in the community level and frequent meetings with citizens.
Capacity development needs	<p>Trainings:</p> <ul style="list-style-type: none"> <li>• Preparation of project proposals, writing monitoring reports, undertaking advocacy actions;</li> <li>• Trainings related to spatial planning (including housing, environment assessment, gender mainstreaming in spatial planning, public participation in spatial planning) are of the interest of this organization.</li> </ul> <p>Organizational needs:</p> <ul style="list-style-type: none"> <li>• Development of the strategy and its action plan;</li> <li>• Financial management tools ( software);</li> <li>• Website</li> </ul>

Santa Marija, Zvecan	
Internal capacities	<p>Santa Marija is established in 2001.</p> <p>Woman's rights and welfare and Children's rights in rural areas are in the focus of activities.</p> <p>The organization has employed 3 regular staff members; two of them have university degree while one of them has finished high school, 5-7 staff on project basis and about 20 volunteers that are engaged on ad-hoc basis.</p> <p>The organisation had its strategy which ended in the year 2015. Currently they are preparing the new strategy. The organization has its Internal Regulation</p>

<sup>26</sup> Mobilizing observers and volunteers and monitoring municipal elections was another role performed by Iniciativa Qytetare in partnership with other organizations such as Community Building Mitrovica, Qohu, Democracy+ etc as part of the Coalition for Election Integrity

<sup>27</sup> USAID re-granting scheme for funding actions of grass root organizations.

<sup>28</sup> EUoK re-granting-scheme for funding grass root advocacy initiatives.

	that regulates issues related to employment, job description, working hours and financial affairs. The organization has a functional Board of the organization.
Experience and profile	<p>-Santa Marija cooperates with municipalities as of its establishment. They have signed open Memorandums of Cooperation with municipalities of Zvecan, Zubin Potok and Leposavic<sup>29</sup> to jointly address the needs of woman and children in rural areas as a marginalized group.</p> <p>-Santa Marija provides inputs for drafting action plans of the municipalities; inclusion of gender equality component in these action plans was the focus of this organization. Santa Marija also facilitates participation of CSOs in public meetings organized by assembly or departments of the above municipalities.</p> <p>-Santa Marija also supports municipal authorities in organizing different local events in marking the 15<sup>th</sup> of October- The day of rural Woman, 8<sup>th</sup> of march, International Woman's Day etc.</p> <p>-Santa Marija, plays an important role in training the municipal assembly members about gender equality standards and issues and the continuously informs the municipal assembly about the needs of woman and children in the above mentioned municipalities<sup>30</sup>.</p> <p>- Santa Marija regularly visits and communicates with women in the rural areas to identify their needs<sup>31</sup> and advocates for their rights by the local authorities.</p>
Cooperation with other organizations and networks	Cooperation with CBM- support on establishing partnership with other grass root organizations that included cooperation with organisations: Misija dobrih ljudi, Vredne Kolasinke, Inspiracija etc.
Financial resources and transparency	Santa Marija has received several small grants from different donors such as USAID, MLAG, UNICEF, Balkan's Fund for Civil Society etc. Santa Marija does not have a website but informs the public and promotes their activities via facebook account. They regularly report by the tax administration authorities but do not publish their financial accounts.
Conclusions	Santa Marija is an example of small but sustainable organization. For over two decades they managed to profile themselves in the area promotion of gender equality and children's rights in rural areas of the northern municipalities. Employed staff is well positioned and enjoys good relations with the citizens and local authorities.
Capacity development needs	<p>Trainings:</p> <ul style="list-style-type: none"> <li>• Project preparation, monitoring and reporting principles and tools;</li> </ul> <p>Organizational needs:</p> <ul style="list-style-type: none"> <li>• Finalization of the strategy and development of action plan;</li> <li>• Financial software (QuickBooks) and financial training for staff</li> <li>• Website</li> </ul>

#### Advocacy Center for Democratic Culture (ACDC), Mitrovica North

Internal capacities	ACDC is established in 2011. Rule of law, transparency, good governance, integrity, anticorruption and provision of free legal aid are core focus areas of the organisation.
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<sup>29</sup> Interview with Blagica Radovanovic, Santa Marija-Zvecan

<sup>30</sup> Ibid

<sup>31</sup> During 2016, we identified children of the pre-school age in three municipalities and supported their enrolment in pre-school education program. This seems to be of great benefit not only for children but also for their parents as it helped their socialization- Interview with Blagica Radovanovic, Santa Marija-Zvecan

	<p>Organisation has employed 12 regular staff members to implement projects and fulfill the mission of the organization. Seven (7) staff members have university degrees and five (5) are still students pursuing their studies in the area of social sciences and economy.</p> <p>ACDC operates guided by its strategy (5 years strategy), its action plan and has its staff structure in place. Support to strengthening the rule of law, democratization of the society, transparent governance, interethnic cooperation and informal education are main pillars of the ACDC strategy<sup>32</sup>.</p> <p>The organization has prepared a manual of procedures and regulations establishing principles work at ACDC, responsibilities of staff, working hours and financial procedures of the organization. This manual is prepared following international standards and applicable legislation in Kosovo.</p> <p>The organization has functional board of the organization as its governing body of the organization.</p>
Experience and profile	<p>ACDC has 6 years of experience in working with municipal authorities and local public institutions not only in northern municipalities but also in other Serb municipalities<sup>33</sup> in Kosovo.</p> <p>ACDC has signed 10 memorandums of Cooperation with these municipalities establishing cooperation principles on the areas of transparency, integrity, monitoring the application of laws and other standards related to good governance and quality provision of services to citizens and addressing issues of interest to the youth.</p> <p>ACDC has continuously engaged in training and advising municipal officials in getting acquainted with their responsibilities, applicable legislation and quality performance.</p> <p>ACDC is also involved in ensuring participation of CSOs and citizens in public meeting of municipal assembly and different directorates, committees of the municipalities to enable dialogue and partnership between CSOs and local authorities.</p> <p>Besides the cooperation with municipal structures, ACDC has experinec in monitoring the court performance.</p>
Cooperation with other organizations and networks	<p>ACDC cooperates with organizations such as Balkan Investigative Reporting Network, Kosovo Democratic Institute, Community Building Mitrovica, ATRC etc.</p> <p>ACDC is also active member of MRMT.</p>
Financial resources and transparency	<p>Main donors that supported the activities of ACDC are USAID, ATRC<sup>34</sup>, US embassy, British embassy.</p> <p>ACDC is among very few organsiations that has a website and has published their information about activities, reports and financial reports<sup>35</sup>. Their website is <a href="http://www.acdc-kosovo.org">www.acdc-kosovo.org</a> . ACDC communicates with public also via its Facebook account.</p>
Conclusions	<p>As of its establishment ACDC was an active organization working on local level promoting transparency, rule of law and good governance. Staff of the organsiation is well educated and has solid knowledge in project management, drafting reports and delivering results as foreseen with specific project proposals.</p> <p>ACDC is a solid and sustainable organization that gained the trust of citizens,</p>

<sup>32</sup> <http://www.acdc-kosovo.org/documents/ACDC%20strategija%20srb.pdf>

<sup>33</sup> Interview with Dusan Radakovic, ACDC

<sup>34</sup> USAID re-granting scheme for funding actions of grass root organizations.

<sup>35</sup> Interview with Dusan Radakovic, ACDC

	local public institutions and many international donors.
Capacity development needs	<p>Trainings:</p> <ul style="list-style-type: none"> <li>• Fund raising</li> <li>• Preparation of EU funded project proposals</li> </ul>

7 Arte, Mitrovica South	
Internal capacities	<p>The organization 7 Arte is established in 2006 Culture and Art and environmental related issues are the focus areas of 7 Arte.</p> <p>Organization has employed 8 staff members and engages associates on ad-hoc basis. All of staff members have university degrees and one of them has master degree on social sciences. Around 40-60 youth volunteers get engaged by 7 Arte in conducting awareness campaigns and streets actions.</p> <p>7 Arte is in process of preparing its strategy. Development of Culture, Art and environmental related issues will be the main pillars of the future strategy. The organization has its internal regulation that establishes the principles of work, staff responsibilities and financial management. 7 Arte regularly prepares annual action plans in order to plan their activities and resources within organization.</p> <p>7 Arte has its board of organsiation as a governing body.</p>
Experience and profile	<p>7 arte has more than 10 years experience in working with local authorities addressing issues related to culture, art and youth. Most of its work is focused in Mitrovica South and has signed memorandum of Cooperation with the municipality.</p> <p>7 Arte contributed in drafting policy documents in the municipality such as Strategy for Culture, Youth and Sport and ensured participation and contribution of CSOs and artists in this process.</p> <p>In cooperation with local authorities, 7 Arte organized different cultural events and festivals addressing inter-ethnic communication, dialogue and cooperation through art and culture.</p> <p>Protection of cultural buildings is also a priority focus of 7 Arte.</p> <p>Currently 7 Arte is engaged in mobilizing community and collecting their inputs for the Municipal Development Plan through a memorandum of cooperation which is signed with municipality of Mitrovica. Main role of 7 Arte is to organize debates, focus group meetings and informal meetings with citizens to collect information about their needs in the area of environment, spatial planning and culture. The collected inputs will be formulated in the format of proposals and submitted to the municipal authorities.</p>
Cooperation with other organizations and networks	<p>7 Arte cooperates with youth organsiations and serves as secretariat of the Network of the Cultural Organisations (RROK).</p> <p>7 arte is also member of MRMT.</p>
Financial resources and transparency	<p>Donors that supported activities of 7 Arte are: Netherlands'Eembassy, Culture for All,-EU program, European cultural Foundation, Ministry of Youth, Sport and Culture, Municipality of Mitrovica, UNICEF- Innovation lab, USAID and Ministry of Diaspora.</p> <p>7 Arte has a website <a href="http://www.7-arte.org">www.7-arte.org</a> through which communicates with public and publishes information about its activities and reports. Financial accounts of 7 arte are not public. 7 Arte also communicates citizens and other NGOs through its facebook account.</p>
Conclusions	7 arte is a mid-scale sustainable organization well profiled in the area of

	culture and Arts. Its well recognized by the community of cultural organizations in Kosovo. Its activities are following the mission of the organisation.
Capacity development needs	<p>Trainings</p> <ul style="list-style-type: none"> <li>• Preparation of the project proposals, preparation of the monitoring reports</li> <li>• Trainings related to spatial planning (including housing, environment assessment, gender mainstreaming in spatial planning, public participation in spatial planning are of the interest of this organization.</li> </ul> <p>Organizational needs: sound financial management software and technical capacities of the staff</p>

Association for Capacity Improvement “Media Pulse”, Leposavic	
Internal capacities	<p>‘Media Pulse’ was established as a non-governmental organization in 2005. Media Pulse projects aim at contributing to the development of civil society, democratic and responsible institutions and to facilitate the process of reconciliation in the region through negotiation.</p> <p>This organization has personnel of seven (7) employees. Four (4) of staff members have university degree, two have finished high school and one of them secondary school. The strategy of the organization is tailored in such a way that it enables implementation of the organization’s mission and vision, namely strengthening of civil sector through capacity building of active citizens and promotion of democracy and accountability in all fields of social life as well as building a society of equal, enthusiastic and proactive citizens in a democratic and suitable environment.</p> <p>Media Pulse has its governing bodies (board and assembly) and has prepared rules and regulations to which personnel must adhere.</p>
Experience and profile	<p>Media Pulse’s experience is growing every day even though it is a solid organization and has 12 years of experience working on projects dealing with student co-operation and human rights. Media Pulse also monitors the work of local administration and provides support in the process of public administration reform through organizing trainings for municipal staff on the functions of local authorities in line with best practices and international standards. . Media Pulse supports the municipal strategic planning by preparing strategic documents, their official adoption and integration in municipal legislation. An example of this role is preparation of the strategic documents related to tourism of Leposavic municipality and those related to cultural heritage which are in process of being prepared under the umbrella of specific project funded by KFOS. These documents are used by municipality for fundraising purposes at the central level but also at foreign donor community. In the last three years it has implemented three projects with partner organizations (ACDC, AKTIV, and Tourism Organizations of Leposavic).</p>
Cooperation with other organizations and networks	<p>There is a good cooperation with many other organizations. Media Pulse actively cooperates with Leposavic municipality for nearly three years. It has also implemented projects with other NGO’s</p>
Financial resources and transparency	<p>There are several donors, both international and local, that donate money to Media Pulse (CBM, CDF, KFOS), UNOPS, UNDP, Freedom house etc. Media Pulse does not publish financial reports but they do regularly present their financial reports only to the Kosovo Tax Administration. Media Pulse has a</p>

	website <a href="http://www.ngomediapulse.org">www.ngomediapulse.org</a> but it does not present its financial report.
Conclusions	<p>Media Pulse is a solid organisation that supports development of strategies and drafting the regulations of municipality in Leposavic. It is well recognized by the local authorities and CSOs. They are also in close communication with citizens, identify and vocal their needs and stimulate active citizenry<sup>36</sup>. Media Pulse Leposavic is member or has cooperation with the following networks:</p> <ul style="list-style-type: none"> <li>• “Mitrovica Regional Monitoring Team” (<a href="http://www.cbmitrovica.org/en/projects/good-governance">http://www.cbmitrovica.org/en/projects/good-governance</a>)</li> <li>• “Youth Dialogue Program” (<a href="http://www.ydprogramme.org/onamae.htm">http://www.ydprogramme.org/onamae.htm</a> )</li> <li>• “Kosovo Policy Action Network (<a href="http://www.kpan-ksam.net/">http://www.kpan-ksam.net/</a>)</li> <li>• “Youth Forum of Igman Initiative” (<a href="http://www.igman-initiative.org">www.igman-initiative.org</a>)</li> </ul>
Capacity development needs	<ul style="list-style-type: none"> <li>• Training of staff in monitoring and supporting Public Administration Reform processes.</li> <li>• Training in research and design of policy, briefs, studies etc.</li> <li>• Trainings related to spatial planning (including housing, environment assessment, gender mainstreaming in spatial planning, public participation in spatial planning are of the interest of this organization.</li> </ul>

<sup>36</sup> Interview with Andrija Nesovic, Media Pulse

## **Annex 10. Municipal Assessment Methodological Tools**

Annex 10.1: Self-assessment questionnaire

Annex 10.2: Municipal focus group

Annex 10.3: Staff skills inventory questionnaire

## Annex 10.1: Self-assessment questionnaire

A. DOCUMENTS
<p><b>1. Are there any strategic spatial planning documents drafted?</b>  <u>Reference:</u>  Municipal Development Plan (MDP), Urban Development Plan (UDP);  Municipal Spatial Plan (MSP), General Urban Plan (GUP).</p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>  Please present the title, the period of validity and the drafting authority/ entity:  Please present the role and responsibilities of the municipality, if drafting outsourced:  Please present the plan implementation degree, and monitoring extent, if defined:  Please present the plan evaluation outcome, if available:</p>
<p><b>If NO:</b>  Please elaborate on how you do manage spatial development:</p>
<p><i>Indicator: 1.2, 1.3, 1.4, 1.6.</i></p>
<p><b>2. Are there any operational spatial planning documents drafted?</b>  <u>Reference:</u>  Urban Regulation Plan (URP);  Detail Urban Plan (DUP).</p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>  Please present the title, the period of validity and the drafting authority/ entity:  Please present the role and responsibilities of the municipality, if drafting outsourced:  Please present the plan implementation degree, and monitoring extent, if defined:  Please present the plan evaluation outcome, if available:</p>
<p><b>If NO:</b>  Please elaborate on how you do manage spatial management- development conditions and construction permits:</p>
<p><i>Indicator: 1.2, 1.3, 1.4, (+ no. of operational planning doc.).</i></p>



<p><b>3. Are there any strategic sectoral planning documents drafted?</b>  <u>Reference:</u>  Local Economic Development (LED) Strategy, Housing/ Social Housing Strategy.</p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>  Please present the title, the period of validity and the drafting authority/ entity:  Please present the role and responsibilities of the municipality, if drafting outsourced:  Please present the plan implementation degree, and monitoring extent, if defined:  Please present the plan evaluation outcome, if available:</p>
<p><b>If NO:</b>  Please elaborate on how you do manage sectoral development:</p>
<p><i>Indicator: 1.2, 1.4.</i></p>
<p><b>4. Are there any operational sectoral planning documents drafted?</b>  <u>Reference:</u>  Local Environmental Action Plan (LEAP).</p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>  Please present the title, the period of validity and the drafting authority/ entity:  Please present the role and responsibilities of the municipality, if drafting outsourced:  Please present the plan implementation degree, and monitoring extent, if defined:  Please present the plan evaluation outcome, if available:</p>
<p><b>If NO:</b>  Please elaborate on how you do manage sectoral management:</p>
<p><i>Indicator: 1.2, 1.4.</i></p>
<p><b>5. Are there any strategic environmental assessments for spatial planning documents drafted?</b>  <u>Reference:</u>  Strategic Environmental Assessment (SEA).</p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>  Please present the title and the drafting authority/ entity:  Please present the role and responsibilities of the municipality, if drafting outsourced:  Please present the plan implementation degree, and monitoring extent, if defined:</p>

**If NO:**

Please elaborate on how you do manage the impact of development on the environment- environmental conditions and permits:

*Indicator: 1.8.*

**6. Are there any strategic environmental assessments for sectoral planning documents drafted?**

**Yes**

**No**

**If YES:**

Please present the title and the drafting authority/ entity:

Please present the role and responsibilities of the municipality, if drafting outsourced:

Please present the plan implementation degree, and monitoring extent, if defined:

**If NO:**

Please elaborate on how you do manage the impact of sectoral development on the environment- environmental conditions and permits:

*Indicator: 1.8.*

**B. PARTICIPATION AND GENDER**

**7. Were there any strategic/ operational spatial planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

**Yes**

**No**

**If YES:**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

Please specify the overall number of participants in the process if available:

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available?

**If NO:**

Please elaborate.

*Indicator: 1.5, 2.1, 2.2, 2.3.*

**8. Were there any strategic/ operational sectoral planning processes conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

**Yes**

**No**

**If YES:**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

Please specify the overall number of participants in the process if available:

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available?

**If NO:**

Please elaborate.

*Indicator: 1.5, 2.1, 2.2, 2.3.*

**9. Were there any strategic environmental assessments for spatial and sectoral planning conducted with inclusive and gender sensitive participatory approaches/ public engagement?**

**Yes**

**No**

**If YES:**

Please specify tools and techniques used for such an approach e.g. information, consultation, engagement, etc.:

Please specify the categories of participants e.g. local community, non-governmental organizations, other relevant:

Please specify the overall number of participants in the process if available:

Please present participant disaggregated gender sensitive data (gender, age, ethnicity, people with special needs), if available?

**If NO:**

Please elaborate.

*Indicator: 1.5, 2.1, 2.2, 2.3.*

## C. HUMAN CAPACITIES- TO DRAFT

### 10. What is the capacity to draft strategic spatial planning documents available at the municipal level?

Reference:

Municipal Development Plan.

**NB: please present disaggregated gender sensitive data:**

Please present the number of capacity available/ engaged for drafting strategic spatial planning documents:

Please present the professional background of the capacity available/ engaged in drafting:

Please present the educational background of the capacity available/ engaged in drafting:

**Are there any capacity gaps? If so:**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Please specify the lacking capacities, and the respective areas:

*Indicator: 1.1, 1.2, 1.3, 1.4.*

### 11. What is the capacity to draft operational spatial planning documents available at the municipal level?

Reference:

Municipal Zoning Map, Detailed Regulation Plan.

**NB: please present disaggregated gender sensitive data:**

Please present the number of capacity available/ engaged for drafting operational spatial planning documents:

Please present the professional background of the capacity available/ engaged in drafting:

Please present the educational background of the capacity available/ engaged in drafting:

**Are there any capacity gaps? If so:**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Please specify the lacking capacities, and the respective areas:

*Indicator: 1.1, 1.2, 1.3, 1.4.*

### 12. What is the capacity to draft strategic environmental assessment documents available at the municipal level?

Reference:

Strategic Environmental Assessment (SEA).

**NB: please present disaggregated gender sensitive data:**

Please present the number of capacity available/ engaged for strategic environmental assessment documents:

Please present the professional background of the capacity available/ engaged in drafting:

Please present the educational background of the capacity available/ engaged in drafting:

**Are there any capacity gaps? If so:**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Please specify the lacking capacities, and the respective areas:

*Indicator: 1.1, 1.2, 1.3, 1.4.*

**D. HUMAN CAPACITIES- TO MANAGE PROCESSES**

**13. What is the municipal capacity to manage strategic spatial planning and development management processes- implementing, monitoring and evaluating?**

Reference:

Municipal Development Plan.

**NB: please present disaggregated and gender sensitive data:**

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Please present the professional background of the capacity available/ engaged in such processes:

Please present the educational background of the capacity available/ engaged in such processes:

**Are there any capacity gaps? If so:**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Please specify the lacking capacities, and the respective areas:

*Indicator: 1.1, 1.2, 1.3, 1.4.*

**14. What is the municipal capacity to manage operational spatial planning and development management processes- drafting, implementing, monitoring and evaluating?**

Reference:

Development conditions, Construction permits.

**NB: please present disaggregated and gender sensitive data:**

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Please present the professional background of the capacity available/ engaged in such processes:

Please present the educational background of the capacity available/ engaged in such processes:

**Are there any capacity gaps? If so:**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Please specify the lacking capacities, and the respective areas:

*Indicator: 1.1, 1.2, 1.3, 1.4.*

**15. What is the municipal capacity to manage strategic environmental assessment processes-monitoring?**

Reference:

Strategic Environmental Assessment for Municipal Development Plan.

**NB: please present disaggregated and gender sensitive data:**

Please present the number of capacity available/ engaged in such processes (for each process in separate):

Please present the professional background of the capacity available/ engaged in such processes:

Please present the educational background of the capacity available/ engaged in such processes:

**Are there any capacity gaps? If so:**

Please specify the number of the existing staff that requires capacity strengthening, and the respective areas:

Please specify the lacking capacities, and the respective areas:

*Indicator: 1.1, 1.2, 1.3, 1.4, 1.8.*

**E. DATA AND INFORMATION**

**16. Has the municipality ever conducted qualitative and quantitative data and information research (including sex disaggregated when applicable)?**

**Yes**

**No**

**If YES:**

Please specify the process/es and the purposes?

*Indicator: 1.2, 1.3.*

**17. Has the municipality ever conducted digital data geo-referencing?**

**Yes**

**No**

**If YES:**

Please specify the process/es, the purpose and the software, e.g. GIS system, Geo-Media system, Other:

*Indicator: 1.2, 1.3.*

**18. Has the municipality ever established a consolidated data and information system (including sex disaggregated when applicable)?**

**Yes**

**No**

**If YES:**

Please specify the data and information available:

Please specify the software, e.g. GIS system, Geo-Media system, Other:

*Indicator: 1.2, 1.3.*

**19. Is there a continuous data and information system update?**

**Yes**

**No**

**If YES:**

Please specify the update frequency:

**If NO:**

What are the sources of data and information used by the municipality?

*Indicator: 1.2, 1.3.*

**20. Is there a department responsible to manage and maintain data and information system?**

<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<b>If YES:</b> Please specify the department:
<b>If NO:</b> Please elaborate:
<i>Indicator: 1.2, 1.3, 1.4.</i>

<b>F. LEGISLATIVE FRAMEWORK.</b>
<b>21. Is the municipality informed on the spatial planning and development management legislative framework?</b> <u>Reference:</u> Law on Spatial Planning and related Administrative Instructions (AIs).
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<b>If YES:</b> Please specify the level of understanding:
<input type="checkbox"/> <b>Good</b>
<input type="checkbox"/> <b>Sufficient</b>
<b>If NO:</b> Please elaborate:
<i>Indicator: 3.3.</i>



<p><b>22. Is the municipality informed on construction management legislative framework?</b>  <u>Reference:</u>          Law on construction and related AIs; Law on treatment of building without permit and related AIs.</p>
<p><input type="checkbox"/> <b>Yes</b></p>
<p><input type="checkbox"/> <b>No</b></p>
<p><b>If YES:</b>          Please specify the level of understanding:</p>
<p><input type="checkbox"/> <b>Good</b></p>
<p><input type="checkbox"/> <b>Sufficient</b></p>
<p><b>If NO:</b>          Please elaborate:</p>
<p><i>Indicator: 3.3.</i></p>
<p><b>23. Is the municipality informed on the sectoral planning and development management legislative framework?</b>  <u>Reference:</u>          Law on agricultural land and related AIs; Law on road infrastructure and related AIs;          Law on economic zones and related AIs; Other.</p>
<p><input type="checkbox"/> <b>Yes</b></p>
<p><input type="checkbox"/> <b>No</b></p>
<p><b>If YES:</b>          Please specify the level of understanding:</p>
<p><input type="checkbox"/> <b>Good</b></p>
<p><input type="checkbox"/> <b>Sufficient</b></p>
<p><b>If NO:</b>          Please elaborate:</p>
<p><i>Indicator: 3.3.</i></p>

<p><b>24. Is the municipality informed on the environmental planning and management legislative framework?</b></p> <p><u>Reference:</u>          Law on Strategic Environmental Assessment for Plans and Programmes and related AIs;          Law on Environmental Impact Assessment and related AIs.</p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>          Please specify the level of understanding:</p>
<input type="checkbox"/> <b>Good</b>
<input type="checkbox"/> <b>Sufficient</b>
<p><b>If NO:</b>          Please elaborate:</p>
<p><i>Indicator: 3.3.</i></p>

<p><b>G. FUNDING</b></p>
<p><b>25. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational spatial planning documents and processes (incl. public engagement)?</b></p>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<p><b>If YES:</b>          Please specify the amount (current and following year):</p>
<p><b>If NO:</b>          Please elaborate.</p>
<p><b>26. Is there any earmarked budget allocated for developing gender-responsive strategic/ operational sectoral planning documents and processes (incl. public engagement)?</b></p>
<input type="checkbox"/> <b>Yes</b>

<input type="checkbox"/> <b>No</b>
<b>If YES:</b> Please specify the amount (current and following year):
<b>If NO:</b> Please elaborate.
<b>27. Is there any earmarked budget allocated for developing gender-responsive strategic environmental assessments for spatial and sectoral planning documents and processes (incl. public engagement)?</b>
<input type="checkbox"/> <b>Yes</b>
<input type="checkbox"/> <b>No</b>
<b>If YES:</b> Please specify the amount (current and following year):
<b>If NO:</b> Please elaborate.

<b>H. COOPERATION AND COORDINATION</b>
<b>Local level- neighbouring municipalities</b>
<b>1. Is the municipality familiar with IMC? Is there any institutional coordination/ cooperation with any other authority/ies at the local level/ neighbouring municipalities?</b>
<input type="checkbox"/> Yes
<input type="checkbox"/> No
If YES, please specify the area/s, the authority/ies and the outcome of such a coordination/ cooperation.
If NO, please specify the key issues preventing coordination/ cooperation.
<b>2. Is the municipality teaming-up with another municipality for joint investment and/ or service delivery (or has ever)?</b>
<input type="checkbox"/> Yes

<input type="checkbox"/> No
If YES, please specify the area/s (plus numbering), the authority/ies and the outcome so far.
If NO, please specify the key issues preventing such a financial and operational partnership.
<b>3. Would the municipality be interested/ committed into teaming-up with another municipality for joint capital investment and/ or service delivery (be part of IMC)?</b>
<input type="checkbox"/> Yes
<input type="checkbox"/> No
If YES, please specify the area/s of interest, outcomes foreseen and conditions for teaming-up.
If NO, please specify the reasoning.
<b>Central level- central and regional service/ utility providers</b>
<b>4. Is there any institutional coordination/ cooperation with central and regional service/ utility providers?</b>
<input type="checkbox"/> Yes
<input type="checkbox"/> No
If YES, please specify the area/s, service/ utility provider/s and the outcome of such a coordination/ cooperation.
If NO, please specify the key issues preventing coordination/ cooperation.
<b>Central level- ministries and specialized agencies</b>
<b>5. Is there any policy dialogue with any authority/ies at the central level- ministries and specialized agencies?</b>
<input type="checkbox"/> Yes
<input type="checkbox"/> No
If YES, please specify the area/s, the authority/ies and the outcome of such a dialogue.
If NO, please specify the key issues preventing dialogue and highlight the policy area that should be considered in the future.
<b>6. Are there any coordination and cooperation activities with any authority/ies at the central level- ministries and specialized agencies when it comes to planning and service delivery?</b>

Yes

No

If YES, please specify the area/s, the authority/ies (plus number of municipal and central officials involved[1]) and the outcome of such a coordination/ cooperation.

If NO, please specify the key issues preventing coordination/ cooperation; please specify the lacking capacities, and the respective areas.

**7. How do you assess current local-central policy dialogue, development, coordination of planning functions?**

Excellent

Good

Fair

Poor

What would be your suggestions to improve local-central policy dialogue, development, coordination of planning functions?

Annex 10.2: Municipal focus groups

<b>GUIDING INTERVIEWING QUESTIONS WITH MUNICIPAL OFFICIALS</b>		<b>Targeted Indicator</b>
<b>Mandate and human capacities of the municipal department</b>		
1.	What are the composing sectors of the department and corresponding scope of activities?	1.4;
2.	What is the total staff number of each sector? Number of female head of sectors? Number of female technical staff members?	1.1;
3.	Does the municipality have any established entity (ex. working group, unit) for sectorial or integrated policy development and implementation monitoring? If existing, what is the total number of members? How many of them are municipal staff members?	1.4;
4.	What is the professional expertise of the staff, disaggregated on gender basis (M/F)?	1.2; 1.3
5.	How experienced is the department's/sector's staff regarding drafting and implementing spatial planning documents?	1.2; 1.3;
6.	What are the key challenges that the department/sector faces?	1.2;
7.	Are there any needs in terms of professional expertise in the department/sector? If yes, what additional capacity is needed to support spatial planning processes? What capacities need to be further strengthened to support spatial planning processes?	1.2;
<b>Standing municipal plans and policies</b>		
8.	What are the standing sectorial and/or integrated plans and policy documents in the department/sector? What is the validity?	1.6; 1.7;
9.	Has the document been outsourced or drafted in-house?	1.3;
10.	What has the role of the department/sector been in this process? Has it facilitated data collection? Contributed directly in drafting the document? Supported the public engagement in planning process?	1.1; 1.2; 1.3;

11.	If outsourced, did the municipality establish any quality control mechanism to provide feedback to the company?	
12.	At what stages of drafting spatial planning documents were other stakeholders consulted/engaged (such as central institutions, NGOs, community, etc.)?	1.5;
13.	In cases of public consultation/engagement, who were the engaged stakeholders in this process, in terms of gender, age, ethnicity, persons with special needs?	1.5;
14.	What tools and mechanisms were used to engage the different stakeholders in the drafting process of spatial plans? How frequent were these stakeholders consulted/engaged? Were you successful in engaging people? How do you think it could be improved?	1.5;
15.	How would you evaluate the drafting process of the spatial planning documents? Was it successful? Why?	-
16.	Do you consider that the planning documents address adequately the needs and foresee efficient use of human, financial and spatial potential of the municipality/territory?	-
<b>Gender perspective in spatial planning documents</b>		
17.	How has the gender perspective been taken into consideration during the drafting process of the planning documents? Are the collected data (in terms of education, employment and unemployment, mobility, daily migrants etc.) disaggregated in terms of gender?	1.5; 3.6;
18.	How were the different needs of girls and boys, women and men identified and addressed in the spatial planning documents?	1.5; 3.6;
19.	What are the gender based implementation-monitoring indicators? Quantitative and qualitative?	3.6;
20.	Are there any action-oriented policies to tackle gender issues in the municipality? If yes, what are the corresponding capital projects and other initiatives for improved service delivery implemented or planned to be implemented in the future?	3.6;
<b>Environmental planning and management</b>		

21.	How has the environmental component been addressed in the spatial planning documents?	1.8;
22.	Is there a standing strategic environmental assessment report (SEA)?	1.8;
23.	Has the document been outsourced or drafted in-house?	1.2;
24.	At what stages of drafting the SEA report were other stakeholders consulted/engaged (such as central institutions, NGOs, community, etc.)?	1.5;
25.	Who were the engaged stakeholders in this process, in terms of gender, age, ethnicity, persons with special needs?	1.5;
26.	What has been the contribution of this report to the spatial planning document, regarding situation analysis as well as development framework including spatial development scenario, goals and objectives and activity plan?	1.8;
27.	What are the key environmental challenges in the municipality? Can you share some examples on how have you addressed some of those challenges? What are those challenges that could not be addressed?	1.8;
<b>Municipal database</b>		
28.	Does the municipality have an established spatial database?	
29.	What is the format of the spatial database?	
30.	What are the included data in the spatial database?	
31.	How is the spatial database updated?	
32.	What departments have access to the spatial database?	
33.	Which department/sector manages the spatial database?	
<b>Monitoring implementation of spatial planning documents</b>		
34.	How do the current municipal planning documents support managing development?	1.3;



35.	How do spatial planning documents support planning and executing the municipal annual budget?	1.3;
36.	Do the spatial planning documents have an activity plan? Are these activities consulted/included in the municipal annual budget?	1.3;
37.	What are the standing municipal mechanisms used to monitor the implementation of the planning documents?	1.3;
38.	What are the indicators used to monitor the implementation of the planning documents?	1.3;
39.	Is there any implementation monitoring report?	1.3;
40.	What are the key identified challenges in implementing the standing spatial planning documents?	1.3;
<b>Municipal partnership with civil society</b>		
41.	What is the relation between the municipality and civil society organizations? What are the standing partnerships and field of cooperation?	
42.	What are the joint projects and activities of the municipality with the civil society organizations?	
43.	What are key challenges and lessons learned on implementing partnerships as well as opportunities for the future?	
44.	What are the main benefits of such partnerships?	
45.	Are there any mechanisms that facilitate feedback of other stakeholders regarding spatial planning documents and service delivery?	
<b>Inter-municipal and inter-governmental cooperation</b>		
46.	How is the cooperation with other municipalities and central government regarding spatial planning?	3.1;
47.	Has the municipality received any support from the central institutions?	3.1; 3.2;

	If yes, which are these institutions? What kind of support was provided? What entities were involved? What mechanisms were used/established? How many people- men and women? What were the main challenges and lessons learned from this/these experiences?	
	If no, what kind of support would you expect in terms of professional expertise?	
48.	Are there any services provided in cooperation with other municipalities?	3.4; 3.5;
49.	Are there any concrete examples/projects resulting from inter-municipal cooperation?	3.5;
50.	If yes, what entities were involved? What mechanisms were used/established? How many people- men and women? What were the main challenges and lessons learned from this/these experiences?	3.5;
51.	If no, what are the potential cooperation areas and key challenges to be addressed for the future?	3.5;
<b>Challenges and opportunities for future development</b>		
52.	Do you believe there is any value in spatial planning? If yes, how do you believe it will support development?	
53.	What are the main challenges relating to engaging different stakeholders in spatial planning processes?	
54.	What are the main challenges regarding different thematic fields (affordable housing, environment, energy efficiency, public space, mobility, ...) that need to be further addressed at the planning level?	
<b>Other</b>		
55.	What are the projects or other service delivery initiatives that have been implemented in the recent years and those planned for the future?	3.6;
56.	How are the tasks of two parallel departments in Northern municipalities, differences and synergies?	
57.	When applying for funds, have you considered any inter-municipal projects?	

58.	What is the legal framework used for development and implementation of the standing planning documents? Do you plan to address the Kosovo Legal Framework regarding spatial planning?	3.3;
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Annex 10.3: Staff skills inventory questionnaire

STAFF SKILLS INVENTORY FORM			
No.	Questions	Answers	Additional options / Notes
<b>GENERAL</b>			
1	What is your gender? Please select:	<input type="checkbox"/> Female <input type="checkbox"/> Male	
2	What is your Department/Unit?	<input type="checkbox"/> Urbanism and Environment <input type="checkbox"/> Economy and Finance <input type="checkbox"/> Public services <input type="checkbox"/> Social services <input type="checkbox"/> Other _____	
3	Please select your Municipality.	<input type="checkbox"/> Mitrovica North <input type="checkbox"/> Mitrovica South <input type="checkbox"/> Zvecan <input type="checkbox"/> Zubin Potok <input type="checkbox"/> Leposavic <input type="checkbox"/> Skenderaj <input type="checkbox"/> Vushtri	
<b>EDUCATION</b>			
4	What is your highest level of formal education obtained.  Please select:	<input type="checkbox"/> Primary school <input type="checkbox"/> Secondary school <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> PhD. <input type="checkbox"/> Other _____	
5	What is your main field of study? Please insert here:		
<b>WORKING EXPERIENCE</b>			
7	Please select sectors of your professional experience.	<input type="checkbox"/> Public sector <input type="checkbox"/> Civil society sector <input type="checkbox"/> Private sector	7a.Describe briefly your main tasks for each: 1.Tasks: _____ 2.Tasks: _____ 3.Tasks: _____
8	Have you ever been involved in any	<input type="checkbox"/> YES <input type="checkbox"/> NO	8a.If yes, please select

	activity related to planning processes?		applicable options: 1. Research (collection and analysis of data) 2. Drafting 3. Commenting/ Reviewing 4. Implementation 5. Monitoring and evaluation 6. Communication 7. Coordination 8. Other _____
9	Do you have job specification (Terms of Reference) as annex of your actual working contract? Please select:	<input type="checkbox"/> YES <input type="checkbox"/> NO	9a. If yes, please describe your main responsibilities/tasks specified in Terms of Reference. Responsibilities/tasks: _____ _____
10	How and by whom is your job performance evaluated? Please select one option under a. and if applicable select one under b. (If answer is NO please continue with questions from no.13)	1a. Quarterly performance assessment 2a. Annual performance assessment 3a. Other 4a. NO	1b. Director 2b. Head of division/unit 3b. Other _____ _____
11	What is your level of satisfaction with the current methods of performance evaluation? (Select one number between 1 and 5, 1 refers to poor and 5 to excellent)	1    2    3    4    5	11a. In case your evaluation is positive, what happens? Please describe briefly: _____ 11b. In case your evaluation is negative, what happens? Please describe briefly: _____
12	Is there any incentive for employees (e.g. access to training facilities, opportunity to share experiences, study visits, change of job position etc)?	<input type="checkbox"/> YES <input type="checkbox"/> NO	12a. If YES please specify, what kind of incentives were provided to you:
13	Please enter number of years in your current post:		More details if needed:
14	Please enter number of staff you are supervising:		More details if needed:
COURSES/TRAINING			

15	During your job carrier within municipality, did you have any professional training?	<input type="checkbox"/> YES <input type="checkbox"/> NO	15a. If yes, please name the field of training and training institution/organization (local/international) and other relevant information: Field of training: name Year: dd/mm/yyyy Public institution /Local NGO/International NGO/Private consulting company: name Other: name
16	Did you change your working practice after completion of the professional training? Please specify:	<input type="checkbox"/> YES <input type="checkbox"/> NO	16a. Describe briefly how this training changed your job practice:
<b>TRAINING NEEDS</b>			
17	What kind of trainings would you need to support your professional development and deliver effectively different tasks included in your Terms of Reference?		
18	Which of the following of these new themes would you be interested in? Please select:	<input type="checkbox"/> Public Participation in Spatial Planning <input type="checkbox"/> Municipal Development Plan <input type="checkbox"/> Strategic Environmental Assessment <input type="checkbox"/> Management of Capital Investment Projects <input type="checkbox"/> Municipal Zoning Map <input type="checkbox"/> Housing policy/strategy <input type="checkbox"/> Mobility Plan/issues <input type="checkbox"/> Construction legislation/policies <input type="checkbox"/> Cooperation with civil society <input type="checkbox"/> Informal Settlements <input type="checkbox"/> Local Economic Development <input type="checkbox"/> Local Finance <input type="checkbox"/> Inter Municipal Cooperation <input type="checkbox"/> Other: _____	18a. If needed please add more details:
<b>LANGUAGE/COMPUTER SKILLS and OTHER SKILLS</b>			
19	Which are your language skills?	<input type="checkbox"/> ALB <input type="checkbox"/> SRB <input type="checkbox"/> ENG	20a.

	Please select:	basic good fluent	basic good fluent	basic good fluent	If other, please add: _____
20	What is your knowledge of Microsoft Office package use?	<input type="checkbox"/> Basic (B) <input type="checkbox"/> Good (G) <input type="checkbox"/> Excellent (E)			20. Please select type and level B,G or E for each: <input type="checkbox"/> Microsoft Power Point expertise B G E <input type="checkbox"/> Microsoft Excel expertise B G E <input type="checkbox"/> Microsoft Word expertise B G E <input type="checkbox"/> Other _____ B G E
21	What kind of sources you professionally use for data collection?	<input type="checkbox"/> Public documents <input type="checkbox"/> Law and regulations <input type="checkbox"/> Municipality decisions <input type="checkbox"/> Official web sites information <input type="checkbox"/> Other _____			
22	What are your official communication tools?	<input type="checkbox"/> Phone <input type="checkbox"/> E-mail <input type="checkbox"/> Social networks <input type="checkbox"/> Hard-copy documents			22a. Add other if needed: _____
23	Are you using any of the listed softwares for your daily job? If NO, please proceed to next question. If YES, please select the respective ones	<input type="checkbox"/> GIS <input type="checkbox"/> AutoCad <input type="checkbox"/> ArchiCad			23a. Add other if needed: _____
24	What are your skills in the following categories?	<input type="checkbox"/> Presentations basic good excellent  <input type="checkbox"/> Public speaking basic good excellent  <input type="checkbox"/> Facilitation/workshop experience basic good excellent			More details:
25	Please insert any additional comment you may have.				

## **Annex 11. Focus group dedicated to public opinion on municipal delivery**

Annex 11.1: Outline for focus group implementation

Annex 11.2: Tool for assessing the opinion on performance of municipal services (Board)

Annex 11.3: Participation and Transparency Roulette



## **Annex 11.1: Outline for focus group implementation**

### INTRODUCTION:

The focus groups are part of a larger systematic assessment of political/ technical municipal and civil society willingness/ capacities, as well as public opinion on the state of development and governance in northern Kosovo. The focus groups tend to look at a set of good governance principles, from the public's perspective. The overall focus of the assessment embraces the ability of an empowered civil society to demand open, accountable, transparent, and responsive local government policy and action in all spheres.

### METHODOLOGY:

The main aspects that to discussed in the focus group are performance, transparency, responsiveness and accountability. The first two aspects are addressed through exercises and the two last are debated among participants.

Exercise	<ul style="list-style-type: none"><li>-Performance (the capacity to ensure that goals are consistently being met in an effective and efficient manner<sup>37</sup>): the goal is to discover what is the current satisfactory level of citizens towards certain municipality services and what are their priorities;</li><li>-Transparency (the right and the means to examine the process of decision-making as a way of holding public officials accountable and fighting corruption<sup>38</sup>): the citizens are meant to express their views on the way they have been informed and included in the decision-making process.</li></ul>
Debate	<ul style="list-style-type: none"><li>-Responsiveness (the readiness to accept new suggestions, ideas, influences, or opinions and the capacity to readily react to them<sup>39</sup>): the citizens discuss about the responses given by the municipality to their concerns;</li><li>-Accountability (the acknowledgment and assumption of responsibility for actions, products, decisions, and policies encompassing the obligation to report, explain and be answerable for resulting consequences<sup>40</sup>): the citizens discuss about their expectations from the municipality.</li></ul>

### PARTICIPANTS ARE SELECTED BECAUSE:

This Programme wants to operate in a manner that is strategic, comprehensive, and participatory, emphasizing capacity development, conflict-sensitive practice, and mainstreaming of a gender perspective in all activities. Regarding this last aspect, a dedicated focus group targeted toward women and girls from civil society is held in addition to 2 municipal focus groups.

The groups are diverse and composed of various gender, social and economic background, as well as from rural and urban areas, in order to get a better grasp on the different uses and views on the municipal services.

### THE RESULTS ARE USED TO:

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<sup>37</sup> SUBRAHMANYAM M., 2009, "Performance management: Measure and Improve the Effectiveness of your Employees", p 79.

<sup>38</sup> Definition of Transparency, on Wikipedia, [https://en.wikipedia.org/wiki/Transparency\\_\(behavior\)](https://en.wikipedia.org/wiki/Transparency_(behavior)).

<sup>39</sup> ABRHA F., 2016, " Assessment of Responsiveness and Transparency: The case of Mekelle Municipality", in <https://www.omicsgroup.org/journals/assessment-of-responsiveness-and-transparency-the-case-of-mekelle-municipality-2169-0170-1000191.pdf>

<sup>40</sup> Idem.

Complement the comprehensive baseline assessment of municipal capacities in northern Kosovo. These findings intend to support recommendations for the municipality and other stakeholders to address the main challenges and potentials related to good governance.

QUESTIONS TO THE PARTICIPANTS:

**Performance.**

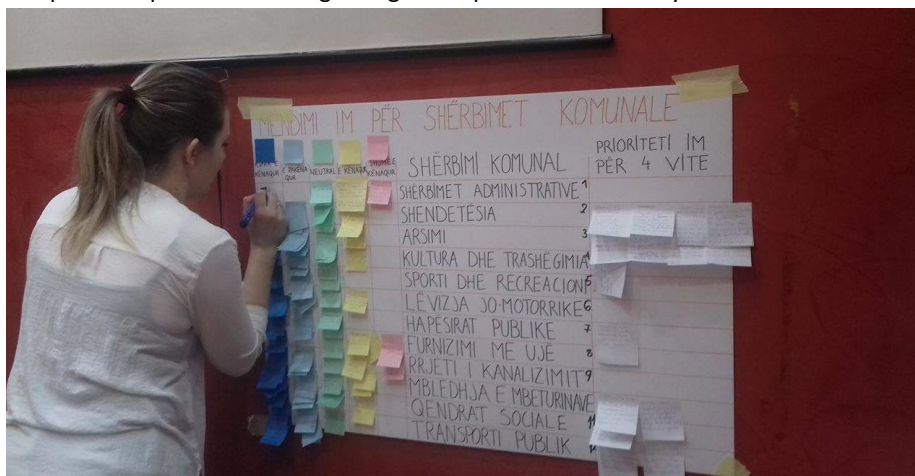
The performance exercise aims at encouraging the public to express their current level of satisfaction regarding the municipality’s performance, as well as making them formulate priorities for the future.

On a big sheet of paper is drawn a board with 3 columns with the first one enumerating several municipal services:

- Administrative services
- Healthcare services
- Education
- Culture incl. cultural heritage protection
- Sports and recreational activities
- Slow-mobility network
- Public transport
- Parks, playgrounds, squares, public market
- Water supply
- Sewage network
- Solid waste collection
- Social centers

Individually, people are asked to:

- Assess the performance of these municipal services, giving them a score between “Not satisfied at all”, “Not satisfied”, “Neutral”, “Satisfied” and “Very satisfied” (they also write on the post-it why they give this score to the service)
- Choose 3 areas they judge their more important priorities, and explain in what way the municipality could improve its performance regarding those priorities within 4 years.



## Transparency.

The transparency exercise aims at encouraging people to express their views on the municipality transparency by evaluating their current degree of involvement in several aspects of planification.

On a sheet of paper, a target is drawn and divided into 5 concentric circles addressing different levels of involvement in participation:

- Information (citizens are informed about their rights, responsibilities and options; one-way communication, even if the information is provided at the request of stakeholders; does not involve channels to provide feedback or enter into negotiations; information is provided through channels that are accessible to all members of the community);
- Consultation (two-way communication, where stakeholders have an opportunity to voice suggestions and concerns; does not offer any insurance that stakeholders' ideas and opinions will be used at all or as they intended; usually conducted through meetings chaired by a person representing various levels of government or their bodies, public hearing and surveys);
- Deciding together (stakeholder interaction in order to understand each other and arrive at negotiated positions that are acceptable for the whole group; strategies should be employed to ensure that the opinions of men and women are equally considered; deciding together is an expression of both power and responsibilities for outcomes that may result; negotiations at this stage reflect the different degrees of commitment by individuals and groups);
- Acting together (collective actions result in a mix of beneficial, harmful and neutral consequences that are equally shared by all partners/stakeholders; sharing among stakeholders with similar, equal status and towards a common goal);
- Supported initiatives (highest level of participatory effort; stakeholders take full responsibility for projects that affect them directly and are willing to learn how to conduct the process from beginning to end).

The target is then divided into quarters addressing different aspects of planification:

- Priorities;
- Planning;
- Budget;
- Capital investments;
- Maintenance.

Individually, participants are then asked to give a score to their municipality by putting post-it on the appropriate level.



### Responsiveness and accountability.

As an energizer, participants will be asked to fill a simple MCQ addressing different aspects of responsiveness and accountability by giving them a score between “I completely disagree”, “I disagree”, “Neutral”, “I agree” and “I agree completely”. By default, questions are addressed also during the open discussion with all participants.

These statements are :

- I consider that I am well informed regarding services and projects implemented by the municipal administration.
- I consider that municipal administration response to the enquiries:
  - Timely
  - Creative
  - Flexible
  - Caring
- I consider that the municipal administration has communicated clear goals and objectives for municipal development.
- I consider that the investments and provided services by the municipal administration contribute to achieving the set goals and objectives for the development of the municipality.
- I consider that the current communication channels with the municipal officials :
  - Easily accessible
  - Adequate
- I consider that the municipal administration supports/encourages my contribution as a citizen or member of a CBO in decision making processes.

Participants then engage in a collective group talk to further the debate around the previous questions. The following questions are used to orientate the debate:

-Responsiveness:

- How often do you go to the municipality and express your concern?
  - ➔ If yes: - In what way/through what procedure/using what tools?
    - How was it? How long/adapted/creative/“caring” were the responses given by the municipality?
  - ➔ If no: - How would you want to address the municipality?
    - In what conditions would you feel comfortable expressing your concern to the municipality?

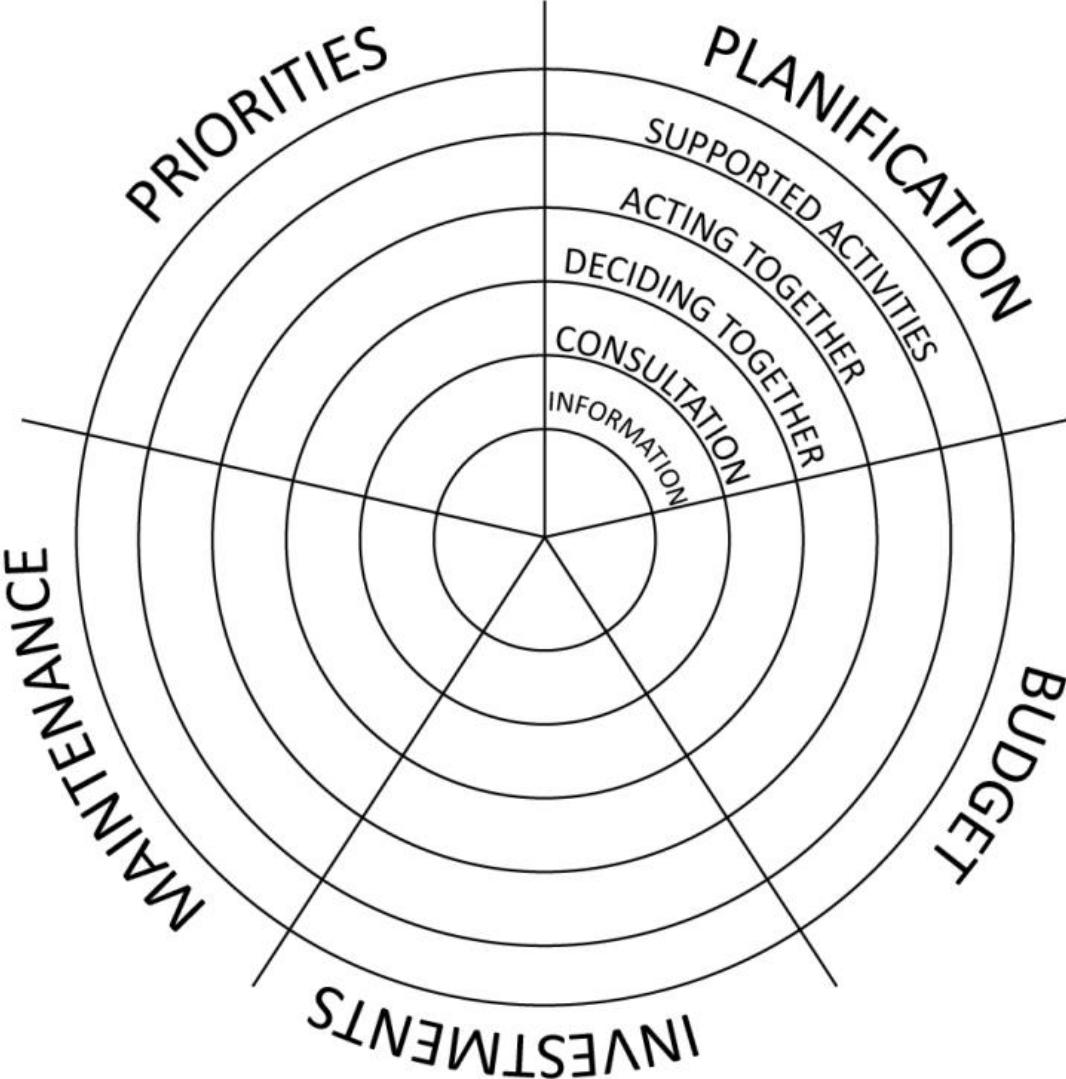
-Accountability:

- What are your expectations from the municipality?
- How do you think accountability can be improved?
  - Regarding politicians, municipal employees, others
  - Mechanisms, who should be in charge to monitor accountability, ...

**Annex 11.2: Tool for assessing the opinion on performance of municipal services (Board)**

Not satisfied at all	Not satisfied	Neutral	Satisfied	Very satisfied	Municipal services	My priorities for the next 4 years
					Administrative services	
					Healthcare	
					Education	
					Culture & heritage	
					Sports & recreation	
					Non-motorized mobility	
					Public space	
					Water supply	
					Sewage system	
					Solid waste collection	
					Social centers	
					Public transport	

Annex 11.3: Participation and Transparency Roulette



## **Annex 12: Tools in support of gender analysis**

Annex 12.1: Gender capacity assessment

Annex 12.2: Gender assessment: questionnaire to stakeholders

Annex 12.3: Community profile



**Annex 12.1: Gender capacity assessment**

**1) Strategic gender framework** i.e. documents that define what gender equality goals are to be achieved and how to achieve them.

1.1 Does your organization have Gender Policy at both institutional and operational level (different from national level)?

Yes	No

1.2 Does your organization have Strategy for gender equality (different from national level)?

Yes	No

1.3 Does your organization have Action plan for gender mainstreaming? (different from national level)

Yes	No

1.4 Does your organization have Gender Focal Point?

Yes	No

**2) Gender-responsive systems** i.e. activities and procedures that project leaders/staff members engage in to carry out gender mainstreaming work.

2.1 Does your organization mainstream gender into:

- Planning
- Implementing
- Budgeting
- Consultation/participation
- Monitoring and evaluation
- Learning and management system

**3) Gender tools**

3.1 Does your organization have gender tools for the staff to be used for gender mainstreaming?

Yes	No

If the answer to 3.1 is yes continue to 3.2. If the answer is no continue to 3.3

3.2 Are these gender tools used and applied by staff and gender focal point?

Yes	No

**4) Knowledge and skills** i.e. staff's understanding of what gender equality is (cognitive) and why it is important to work with it (affective), and their ability to apply it by carrying out gender mainstreaming work (behavioral):

4.1 Do you have sufficient knowledge about gender equality (key concepts and theories) and why it is relevant and important?

Yes	No

4.2 Does your staff have sufficient knowledge about gender equality (key concepts and theories) and why it is relevant and important?

Yes	No

4.3 Do you have sufficient skills to mainstream gender in your operation?

Yes	No

4.4 Does your staff have sufficient skills to mainstream gender in your operation?

Yes	No

**Annex 12.2: Gender assessment: questionnaire to stakeholders.**

1) **Strategic gender framework** i.e. documents that define what gender equality goals are to be achieved and how to achieve them.

1.1 Does your organization have Gender Policy at both institutional and operational level (different from national level)?

Yes	No

1.2 Does your organization have Strategy for gender equality (different from national level)?

Yes	No

1.3 Does your organization have Action plan for gender mainstreaming? (different from national level)

Yes	No

1.4 Does your organization have Gender Focal Point?

Yes	No

2) **Gender-responsive systems** i.e. activities and procedures that project leaders/staff members engage in to carry out gender mainstreaming work.

2.1 Does your organization mainstream gender into:

- Planning
- Implementing
- Budgeting
- Consultation/participation
- Monitoring and evaluation
- Learning and management system

3) **Gender tools**

3.1 Does your organization have gender tools for the staff to be used for gender mainstreaming?

Yes	No

If the answer to 3.1 is yes continue to 3.2. If the answer is no continue to 3.3

3.2 Are these gender tools used and applied by staff and gender focal point?

Yes	No

4) **Knowledge and skills** i.e. staff's understanding of what gender equality is (cognitive) and why it is important to work with it (affective), and their ability to apply it by carrying out gender mainstreaming work (behavioral):

4.1 Do you have sufficient knowledge about gender equality (key concepts and theories) and why it is relevant and important?

Yes	No

4.2 Does your staff have sufficient knowledge about gender equality (key concepts and theories) and why it is relevant and important?

Yes	No

4.3 Do you have sufficient skills to mainstream gender in your operation?

Yes	No

4.4 Does your staff have sufficient skills to mainstream gender in your operation?

Yes	No

**Annex 12.3: Community profile**

<b>N o.</b>	<b>Geographic location, size etc.</b>	<b>Collected data</b>	<b>Key data providers</b>
	What is the geographic location of the municipality?	Location:	<b>Local government</b>
	What is the area of the municipality?	Area:	Local government
	How much of the municipality's area is urban, sub-urban and rural?	Urban area: ____ km <sup>2</sup> Sub-urban area: ____ km <sup>2</sup> Rural area: ____ km <sup>2</sup>	Local government
	How many households are there in the municipality?	Number of household: _____	Local government
	What is the average size of the household?	Average size of household: _____ members	Local government
	What natural resources are there in the municipality?		
	<b>Population</b>		
	What is the total population by sex, age, ethnicity and location?	Total population: ____ Women: ____ Men: ____ Age groups: Ethnicity: Serbs, Albanians, Bosniaks, Roma, Gorani: IDPs: ____ Location: urban _____, sub-urban _____ rural _____	Local government
	What is the share of population under the age of 15 by sex?	No of girls under 15: No of boys under 15:	Local government
	How many women-led households are there?	Number of women-led households:	Local government
	What is the number of displaced persons and refugees by sex and age?	Total number of displaced persons/refugees: No of women: No of men: Age groups by sex:	Local government
	What is the number of live births and deaths per year by sex in the last 5 years?	Total no of live births: No of live female births: No of live male births: Total no of deaths: No of female deaths: No of male deaths:	Local government
	What is the natural increase of the population in the last 5 years?	No of live births – no of deaths = _____	Local government
	What is the fertility rate i.e. the total number of the live births by women of reproductive age?	Fertility rate: _____ live births/woman	Local government
	What is the average age of mother and father by childbirth order?	Average age of mother, 1 <sup>st</sup> child: Average age of father, 1 <sup>st</sup> child:	Local government

		Average age of mother, 2 <sup>nd</sup> child: Average age of father, 2 <sup>nd</sup> child:	
	What is the number of never married, divorced and widowed by sex and age groups?	Number of never married: _____ total, _____ women, _____ men Number of divorced: _____ total, _____ women, _____ men Number of widowed: _____ total, _____ women, _____ men	Local government
	What is the migration in the municipality by sex and age groups?	Total number: Number of women: Number of men: Age groups:	Local government
	<b>Local economy</b>		
	What is GDP per capita?	_____ USD/year	Local government
	What is the sectoral structure of the local economy (in %)?	Agriculture: _____ % Industry: _____ % Services: _____ %	Local government
	What is imports rate (in %)?	_____ %	Local government
	What is exports rate?	_____ %	
	What is the number of private companies/enterprises by number of workers?	Total number of companies: 62 (UNDP 2016) Micro (<9): _____ Small (10-49): _____ Medium: (50-249): _____ Big: (>250): _____	
	What is the number of public companies by number of workers and their sex?	Total number of companies: Number of women employed: Number of men employed:	Local government
	What is the number of social enterprises (e.g. cooperatives) by number of workers and their sex?	Total number of social companies/cooperatives: Number of women employed: Number of men employed:	Local government
	What is the number of business owners by sex and age?	Total number of business owners: Number of women: Number of men:	Local government
	What is the number of new businesses (start-ups) by size and sector in 2015?	Total number of new start-ups in 2015: Size: micro, small, medium, big Sector:	Local government
	What is the level of foreign direct investment (FDI) by number and size?	Value of investment: Number of employments:	Local government
	What is the number of banks by location?		Banks?

	What is the number of women holding a bank account?		Banks?
	What is the number of public institutions by location?	Total number: _____, in urban areas _____, in rural areas _____ and sub-urban areas _____	Local government
	What is the number of micro credit organizations by location?	Total number: _____, in urban areas _____, in rural areas _____ and sub-urban areas _____	Local government
	What is the number of insurance companies by location?	Total number: _____, in urban areas _____, in rural areas _____ and sub-urban areas _____	Local government
	<b>Politics</b>		
	When did the last election take place?		
	What is the name of Mayor? Name of party? Sex?	Name; Party; Sex	
	What is the total number of voters by sex, age and ethnicity ?	Total number of voters: Number of women: Number of men:	
	What is the structure of Municipal Council by sex and age?	Total number of elected officials: Number of women: Number of men:	
	<b>Health and mortality</b>		
	What is the number of public health facilities by location i.e. urban, sub-urban and rural area?	No of hospitals: No of health care centers: No of maternity care centers:	Local health center
	What is the number of private health centers?	No of hospitals: _____ in _____ (location) No of health care centers: _____ in _____ (location) No of maternity care centers: _____ in _____ (location)	Local health center
	What is the number of centers for elderly care by location?	No of elderly care centers: _____ in _____ (location)	Center for elderly care
	What is the number of medical workers by sex and location?	Total of medical workers: No of physicians: _____ in _____ (location), _____ women, _____ men No of general practitioners: _____ in _____ (location), _____ women, _____ men No of specialists: _____ in _____ (location), _____ women, _____ men No of gynecologists: _____ in _____ (location), _____ women, _____ men No of dentists: _____ in _____ (location), _____ women, _____ men No of nurses: _____ in _____ (location), _____ women, _____ men No of other medical staff: _____ in _____ (location), _____ women, _____ men	Local health center

What is the average age of population by sex?	Total average age: Average age of women: Average age of men:	LG/Local health center
What is the life expectancy rate at birth by sex?	Average life expectancy rate: Life expectancy rate for women: Life expectancy rate for men:	LG/Local health center
What is the mortality rate by sex?	Mortality rate total: Average mortality rate: Mortality rate of women: Mortality rate of men:	LG/Local health center
What is the number of natural deaths by cause of death and sex?	Cause of deaths: _____ (name of causes) for women and men	LG/Local health center
What is the number of violent deaths by type and sex (e.g. accident, suicide, murder)?	Total number of violent deaths: _____, of which _____ women and _____ men Total number of accidents: _____, of which _____ women and _____ men Total number of suicides: _____, of which _____ women and _____ men Total number of murders: _____, of which _____ women and _____ men	Local police
What is the number of stillbirths by sex?	Total number: _____	LG/Local health center
What is the number of infant deaths by sex?	Total number: _____, of which _____ girls, and _____ boys	LG/Local health center
<b>Education</b>		
What is the number of educational facilities?	Number of pre-schools: _____ Number of primary schools: with Albanian curriculum Number of secondary schools: Number of schools for children with special needs: _____	Local government
How many girls and boys are there in these schools? (see Q28)	Number of pupils in pre-schools: _____ total, _____ girls and _____ boys Number of pupils in primary schools: _____ total, _____ girls and _____ boys Number of pupils in secondary schools: _____ total, _____ girls and _____ boys Number of pupils in schools for children with special needs: _____ total, _____ girls and _____ boys	Local government
How many secondary schools are there by type?	Number of vocational schools: _____ Number of religious schools: _____ Number of art schools: _____ Number of technical schools: _____ Number of grammar schools: _____	Local government
How many girls and boys are there in these schools? (see Q30)	Number of pupils in vocational schools: _____ total, _____ girls and _____ boys Number of pupils in religious schools: _____ total, _____	Local government

	girls and ____ boys Number of pupils in art schools: ____ total, ____ girls and ____ boys Number of pupils in technical schools: ____ total, ____ girls and ____ boys Number of pupils in grammar schools: ____ total, ____ girls and ____ boys	
What is the number of girls and boys enrolled in first grade of primary and secondary schools in the school year 2015/2016?	In regular schools: ____ In schools for children with special needs: ____	Local government
What is the number of institutions of higher education?	Number, total: ____ Public: ____ Private: ____	Local government
How many women and men are there in the institutions of higher education by mode of studying and sex?	Number of students, total: ____, of which ____ women and ____ men Number of students, full-time: ____ total, of which ____ women, ____ men Number of students, part-time: ____ total, of which ____ women, ____ men	Institutions of higher education
What is the number of <u>enrolled</u> students by education field and sex in the school year 2015/2016?	Education: ____, of which ____ women and ____ men Humanities and art: ____, of which ____ women and ____ men Social sciences, business and law: ____, of which ____ women and ____ men Science: ____, of which ____ women and ____ men Engineering, manufacturing and construction: ____, of which ____ women and ____ men Agriculture: ____, of which ____ women and ____ men Health and welfare: ____, of which ____ women and ____ men Services: ____, of which ____ women and ____ men Other: ____, of which ____ women and ____ men	Local government
What is the number of <u>graduated</u> students by education field and sex school year 2015/2016?	Education: ____, of which ____ women and ____ men Humanities and art: ____, of which ____ women and ____ men Social sciences, business and law: ____, of which ____ women and ____ men Science: ____, of which ____ women and ____ men Engineering, manufacturing and construction: ____, of which ____ women and ____ men Agriculture: ____, of which ____ women and ____ men Health and welfare: ____, of which ____ women and ____ men Services: ____, of which ____ women and ____ men Other: ____, of which ____ women and ____ men	Local government
What is the number of employees in	Kindergartens: ____, of which ____ women and	Local



education by type and sex?	<p>_____ men</p> <p>Educators in pre-schools: _____, of which _____ women and _____ men</p> <p>Primary school teachers: _____, of which _____ women and _____ men</p> <p>Secondary school teachers: _____, of which _____ women and _____ men</p> <p>Professors and assistants in higher education: _____, of which _____ women and _____ men</p>	government
What is the number of illiterate women and men by age?	<p>Total number: _____,</p> <p>Number of women: _____,</p> <p>Number of men: _____,</p>	Local government
<b>Employment</b>		
What are the basic population characteristics by activity and sex?	<p>Activity rate<sup>41</sup>: total, _____, women _____, men _____</p> <p>Employment rate<sup>42</sup>: total, _____, women _____, men _____</p> <p>Unemployment rate: total, _____, women _____, men _____</p>	Employment office
What is the employment rate by sex?	<p>Women: _____%</p> <p>Men: _____%</p>	Employment office
What is the unemployment rate by sex?	<p>Women: _____%</p> <p>Men: _____%</p>	Employment office
What is the number of employed women and men full-time and part-time?	<p>Full-time: women _____, men _____</p> <p>Part-time: women. _____, men _____</p>	Employment office
What is the structure of employed and unemployed women and men by the highest education level attained and sex?	<p>Employed women: _____, primary level _____, secondary level, _____ university level</p> <p>Unemployed men: _____, primary level _____, secondary level, _____ university level</p>	Employment office
What is the structure of women and men in employment by employment status?	<p>Total number of employees: _____, women _____, men _____</p> <p>Total number of self-employed: _____, women _____, men _____</p> <p>Total number of unpaid family workers: _____, women _____, men _____</p>	Employment office
What is the structure women and men in employment by groups of sections of economic activities in 2015?	<p>Industry _____%</p> <p>Service _____%</p> <p>Agriculture _____%</p>	Local government
What is the number of inactive population by sex, age and location?	<p>Total number: _____, location (urban, sub-urban, rural), _____ (age groups) _____</p>	Local government

<sup>41</sup>Activity rate represents a ratio between labour force and working age population.

<sup>42</sup>Employment rate represents a ratio between employed and working age population.

		Total number of women, location (urban, sub-urban, rural), ____ (age groups) ____ Total number of men: location (urban, sub-urban, rural), ____ (age groups) __	
	What is the average salary by sex and age?	Average salary: Average salary of women: _____ EUR, ____ (age groups) Average salary of men: _____ EUR, ____ (age groups)	Local government
	What is the gender pay gap? (% of the average male salary)	____ %	Employment office
	What is the minimum salary?	____ EUR	Employment office
	How many people receive minimum salary by sex, age and sector?	Total number: Number of women: _____, ____ (age groups) Number of men: _____, ____ (age groups)	Employment office
	Average hours usually worked per week on main job by group of sections of economic activities?	____ hours/week (by economic activity e.g. local administration, commerce, industry, agriculture etc.)	Employment office
	What is the number of child care facilities (kindergartens)?		Local government
	<b>Resources</b>		
	What land is available by type and size?	Plowed fields: ____ Orchards: ____ Meadows: ____ Pastures: ____	<b>Local government</b>
	What water resources are available?	Surface water: Groundwater:	Water supply company
	Forests	Type and size: ____	Local government
	Mineral resources	Type and size: ____	Local government
	Livestock	No of small livestock: ____ No of heavy livestock: ____ No of small poultry: ____	Local government
	Other resources, specify!		Local government
	<b>Security</b>		
	What is the crime rate in the municipality by type and sex?	Total number of crimes: Number of female criminals: ____ Number of male criminals: ____ Type of crimes committed: murder, GBV, robbery, hatred crimes etc.	
	Gender-based violence	Availability of safe houses: yes, no Number of safe houses: ____ Where are these located: ____	

	Number of police facilities?	1 Municipal Police station 1 Regional traffic police unit covering the four northern municipalities.	
	Number of employees in police facilities by sex, age and ethnicity?	Municipal Police station: __ police officers; __ Serbs, 3 Albanians; __ male, __ female Regional traffic police unit: __ police officers; __ Serbs, __ Albanians, __ Bosniaks; __ male, __ female	
	Number of hate crimes committed in the last 5 years?		
	<b>Culture and sports</b>		
	No and type of cultural facilities e.g. cultural centers, theaters, cinemas, exhibition halls?		
	No of women and working in cultural facilities?		
	<b>Infrastructure</b>		
	Roads (type of roads)		
	Transportation (bus, train, etc.)		
	Electricity network		
	Water network		
	Sewage network		