



Kosovo Local Government Institute
Local Governance Academy



Kosovo Local Government Institute
Local Governance Academy
First Generation

Kosovo Local Government Institute
www.klg-institute.org

Prishtinë

Executive Summary

Local Governance Academy

Local Governance Academy - is a training program, built on the skills, knowledge and three year experience gained by Kosovo Institute of Local Government- KLG. During this time, KLG has successfully completed evaluative, research and training programs. KLG's main reference point has been both the lawmaking and politics of local government and also the institutional and executive powers. KLG is actively seeking ways and means to intervene through efforts that strengthens local government.

As mentioned above, LGA will gradually offer through training models a way to facilitate speeches, discussions, group works and a platform for the exchange of experiences and information. Initially LGA will focus on elaborating and clarifying the local governance concept in the region and Europe. This will help the participants of the project to invest on the concept of local governance.

LGA will offer the opportunity to compare the various models of local governments from the proven democracies of the region. This kind of training makes it possible to discuss and analyse the properties, values of these models which could be than applied to the model of local governance in Kosovo.

LGA will constructively criticise and deal with the treatment, interpretation and analysing of the politics and laws that regulate the local government in Kosovo. As a result, the participants of this training, being an important level of government against the central government, will have a chance to protect, promote and advance this level of government. Facing the legal and political dealings will make possible for the officials and other players of the local level to use the knowledge gained from the training, to address the issues that might arise and help them find solutions to problems related to governing process.

One of the courses LGA will concentrate on will be offering information on Democracy, inclusion and social timing. Essentially this means governance through information, consulting, and participation from citizens and players of the local and higher levels. From this angle, the training helps the democratic consolidation and the strengthening of the bond between elected / governing structures, and between representatives/citizens. In a democratic government you foresee practices and processes which guarantee that governing entities are not detached from the will, concerns and expectations of the citizens.

Through this program LGA intends to increase the general preparedness level and empower the Assemblies of 6 municipalities. The evaluation work KLG has done in the past few years shows that Municipal Assemblies have not exercised the full supervising and overseeing powers against the unusually high and increasing executive branch reach, especially of the chairman. LGA is trying to increase the cooperation and communication between these key players of the local government and democracy on the municipality level.

Trying to improve cooperation and networking, by observing the local governance in the region, LGA is going to organise workshops in the region and potentially in one of the European countries.

The LGA program is specifically designed from professionals and experts of the field. This program will accommodate topics that concentrate on the need to intervene and improve the local governance in the field. Amongst other topics the program will address: 1. the principles of Democracy and the link with Decentralisation. 2. Decentralisation and Management 3. Good Governance concepts 4. Public Administration and its principles. 5. Information, Transparency and Accountability. 6. The importance of Budget. 7. Municipality v.s. European Integration. 8. Civic society and Media Role. 9. Inter-Municipal Cooperation. 10. Gender equality and empowering.

LGA is a growing flexible program. Future plans include coverage of all the municipalities in Kosovo, but for the moment the program has chosen 12 Municipalities, 60 participants in two groups - Group I and Group II. Participants are decision making officials and Representatives - Executive and lawmaking branches. Group I includes 27 participants - 15 from the municipalities involved in the decentralizing process, the other 12 from smaller municipalities. 30% of the participants belong to minorities. 40% are women.

Sincerely,

Besnik Tahiri

Executive Director

Kosovo Local Government Institute

Lecturers:

- Igor Gaon, representative of Council of Europe
- Leonora Kryeziu, PIPS
- Slllobodan Petrovic, Deputy Prime minister and Minister of Local Government Administration
- Bajrush Xhemajli, Mayor of Association of Kosovo Municipalities
- Osnat Lubrani, Resident Representave of UNDP
- Lufti Haziri, former minister of local governance and the first chairman of the association of Kosovo municipalities
- Steve Schook, former UNMIK deputy chief (former deputy SRSG)

- Prof I'ta Odonovan - lecturer at the University of Birmingham and European Commission expert.
- Agron Maxhuni –legal departament director of MLGA
- Besnik Osmani - Permanent Secretary of the Ministry of Local Governance

- Nensi Jasharaj – Legal Adviser of the OSCE Mission in Kosovo
- Bardha Rrustemi, Director of Administration Reform
- Josip Juratevic- Member of German Bundestag
- Riza Halimi - Member of the Serbian Parliament and former Mayor

- Rizvan Sylejmani- Former Minister of Local Governance and Member of Macedonian Parliament
- Donat Syla -chief-editor RTK
- Bekim Salihu-Journalist at “ Koha Ditore”

- Arber Gorani- Lecturer at **ISPE College** and former Chairman of the Working Group of Government Transition for Rule of Law
- Fisnik Rexhepi- **Mr. Sc**, Senior Adviser of the Minister of Internal Affairs

- Gjeneral Shpend Maxhuni- Director of Kosovo Police
- Prof Andrew Nickson- Honorary Lecturer in Public Management Sciences and Latin America, University of Birmingham
- Dr. Friedhelm Frishenschelager- Kryetar i Lëvizjes Federaliste Evropine Chairman of the European Federalist Movement
- Avni Sahiri –Director MLGA
- Alba Dakoli Wilson Director of FLAG-Albania
- Prof. Dr. Donald Curtis – Specialist of Public Management and Institutional Development

- Gani Demaj- former Head of Cabinet in Ministry of Justice
- Besnik Vasolli – Expert of European Integration
- Fatmir Haxholli- Expert of European Integration
- Sehadin Shok- Expert of Human Rights
- Adrian Zeqiri, Director of the European Centre for Minority Issues
- Bardha Hamza, Director for the Reform in Public Administration

Profiles of Participants

Venera Shala :

Venera Shala, is currently leading the Municipal Assembly staff of Junik. She has a five year working experience. She has completed her studies at Faculty of Law, while her professional aim for the future is to take care of the judicial system branch.

She is expecting to gain significant knowledge in the local government field, from the Local Government Academy, especially in the organization and functioning aspect of local self governance. Venera's initial impressions about LGA were very positive. The process and the importance of decentralization of services from central to local level have aroused great interest for Venera.

Being in a leading staff position as well as in the institutional affairs organizations of local representation, she has shown interest to LGA in order to deal with issues about human resources management including human relations in an institutional framework also for third party matters.

Venera points that as a person as well as in the institutional level she is completely dedicated to be fully engaged in strengthening and promoting local governance. For this reason she said that she is going to use all academic knowledge that she possesses, her professional experience and especially the knowledge that she has gained from LGA. As a young citizen, Venera believes that she has the conviction, courage and energy for a more democratic and advanced government in local level, specifically on the municipal level.

Shefkije Mehmeti :

Shefkije Mehmeti is the head of Novobërda Municipal Assembly. She has held this position for three years. She has finished a vocational school on economics, and she has a degree on Public Administration from University AAB in Prishtina. Shefkije expresses freely her aspiration to be in leading position of Novobërda municipality as well as to continue to remain a distinguish activist of the political party that she belongs to. She believes that she fulfills all the necessary requirements for being a future Mayor.

Furthermore, she says that she has gained many experiences and a lot of knowledge cooperating with the current Mayor.

Her expectations from LGA are to enhance the knowledge in local governance fields and more specifically on the experiences and knowledge exchanged through different lecturers, presentations, communication and through working groups between other participants of LGA. From her current revisions, Mrs. Mehmeti believes that LGA it is an irreplaceable platform for local governance. She specifically expressed that she is very pleased about the covered themes related with the primary and secondary legislation that regulates the local governance field. In this way Mrs. Mehmeti hopes that the comparison of the legislation of Kosovo with those of the region and beyond will help the municipal officials to have a good understanding of the advantages and disadvantages on the local government field in which they operate.

In the future Mrs. Mehmeti is expecting to receive knowledge from LGA in relation with organizations and the success of the Municipal Assembly activities. This way she believes she can apply her knowledge for strengthening of local democracy as well as improving of citizens' participation. Put simply, she believes that through citizen participation she could give a contribution to the government. Moreover, she expresses great interest on mountain and cultural tourism.

Driton Abdylil :

Driton Abdylil holds the chair of the Vice-mayor of the Novobërda Municipality.

He has served many years of his political career as administrative secretary of the LDK party branch in this municipality. Mr. Abdylil graduated from Faculty of Economy, department of Banking, Finances and Accounting. His aspirations are related with the furthering of academic advancing in the economy field specifically with management.

He is expecting from LGA to gain new knowledge related to local government organization and particularly with the ways of operation, development and advancement of this power in Kosovo based on the experiences of the most democratic systems and states in the Europe and the whole World. He combines his knowledge gained from his education with the lectures of national and international experts. He points out that he was impressed by the decision making process based on

consultations and evidence. According to him this will help the LGA participants contribute and engage in genuine democratic governance which is characterized by transparency and accountability.

Mr. Abdylil expects from LGA to treat in great detail economic and financial issues. In this way he believes you can effectively influence the proper managing of the finances and the improvement of the social and economy of the Municipalities. Young and with a significant experience. Mr Abdylil strongly believes that he possesses everything that it is necessary for an official in order to positively change the future of the municipality and of the country.

Agim Preniqi:

Mr. Agim Preniqi, is known for his 30 years working experience. He has a Law Degree and he holds the directors office of the Regional Water Supply Unit of Obiliq.

Mr. Preniqi's is working hard to serve the water supply development but at the same time he is delivering political trends in order to offer his contribution for the improvement of local governance.

From the LGA he is expecting updated information, to gain from experience exchange in order to use these experiences and solid governance knowledge to benefit the citizens of the municipality and wider population. Mr. Preniqi emphasizes that it will be very important that in the Kosovo political field developments, specifically the local developments, should be concerned with the political culture - like political tolerance, organizing and managing the institutional and political relations. Within this context it is important to mention the relations between the Mayor vs. Municipal Assembly as well as the relation of the majority vs. minority.

Mr.Preniqi says that he possesses an excellent combination of professional preparation and field experience, and also being middle aged he believes that he could serves as a bridge between the leadership of the older people and the new generation.

From this point of view, he concluded that he enjoys the respect of the entire municipal staff as well as respect of the representatives of different political parties and those of civil society. He underlined that he does not lack the will power, enthusiasm and energy in order to push the processes that carry the essence of good and democratic governance.

He emphasized how he takes the lead in the discourse level as well as in the activity level.

Nazmi Sijarina :

Nazmi Sijarina, possesses a long experience in many fields like, education, administration and human resources. Current position of Mr.Sijarina is senior Mine Property official (Kishnica and Artane mines) as well as member of KK and KPF in the Artan Municipality. Also since 2000 he is the chairman of PDK branch of Artane.

He has completed secondary education, and because of objective difficulties he could not further continue higher education.

Sijarina states his two main goals for the future, professional advancement and strengthening of his political career, locally and nationally. He values the lessons and experience gained at the academy as very positive. Mr. Sijarina expressed great interest on the presentations and lectures of the international experts, which have enabled him to have a better comparative perspective regarding the local governance in Kosovo.

Mr. Sirjana is a well known personality for the people of the municipality and beyond. He is valued from his municipal associates as well as from other participants of LGA. He has said that that he will use his entire social and political network in order to strength the Kosovo local processes and he emphasizes that he actively engages to pass on the best experiences to the new generations.

Dionita Tahiri :

Mrs. Dionita Tahiri has a relatively new experience in the municipal Assembly. Currently she serves as the Municipal Assembly adviser. Despite her young age and her ongoing studies at the Faculty of Philology as well as at the Faculty of the Economy, she has decided to be engaged in politics.

Mrs. Dionita is engaged with committee work of Municipal Assembly as well as part taking in many trainings and conferences related to the local governance. Her primary goals are the professional and Political advancement. She appreciates the experiences and knowledge gained from LGA but to her it is important to consider a wider time frame for open debates and have smaller groups. A very important topic she would like to be touched is the Gender empowering and equality.

Being part of the new generation, she values the experience that she could gain from the participants with a broader experience in the local governance field.

She is very pleased about the lectures, presentations and discussions from local and international experts and lecturers; because she thinks that this would help her for her career building as well as increasing her activities in the local governance field.

Mirvete Haxholli :

Mirvete Haxholli is engaged in the office of Municipal Assembly advisor of Kastriot at the same time she is part of the Raiffeisen Bank J.S.C staff as a Senior CRO/TELLER in this municipality. She has graduated from University of Prishtina, she has a Political Science degree. She has great experience with different organizations and local companies like Norwegian Association of Local and Regional Authorities – KS Kosova, dhe INKOS. Haxholli is well known as a distinguished political activist in this municipality. Her future plans include an active political involvement and increasing her professional abilities through her Masters in International Relations.

Her expectations from LGA includes having a deeper knowledge on the local government field; learning about the experiences of similar regional and more developed western countries, alternatives for the future as well as increasing the municipal capacities. She has said that LGA is a positive and encouraging initiative as well as a unique program that would offer professional and promising ways to increase the capabilities of the local governance level by ensuring professional development opportunities on individual and team bases.

Mrs. Mirvete emphasized that LGA is giving a great contribution to the civil servants by making them more responsible of their duties; is contributing for a more transparent local government and accountability that reflects on the citizen conscience and in the mutual trust building between institutions and citizens. She pointed out that would be very useful to have exchanging visits from the region as well as Europe.

Mrs. Haxholli said that LGA serves to build a functioning network of officials that could cooperate together in the future, while the positive spirit and the enthusiasm of LGA would serve as an inspiration for the local governance level on Kosovo to strengthen.

Kushtrim Mirena :

Is involved with the Office of European Integration on the Mucipal Assembly of Obliq. His former experience has been on the technology field as an advisor for TPlusOil Corporation. He has a telecommunications degree from AAB-RIINVEST University, Law School and The European Integration School. He also has a qualification from AUK - Cisco Information Systems.

Mirena intends to become Central and Local government professional, And believes that LGA will help him prepare for this goal.

He values the opportunity LGA is offering with studying visas in the region. From his point of view, Mirena hopes that he will be able to gain first hand experience regarding the experiences and practices of regional countries in advancing and European integration, and the dealings with the local governance.

Mirena would like LGA to offer training on preparing project proposals to acquire funds to support municipal projects. This would help not only the increase of municipal capabilities, but will help complete various projects the municipalities cannot fund on their own. He values the advancement of local governance in the Municipality of Obliq

Fatmir Matoshi :

Currently is Editor-in-chief of Radio Premiera. He has a vast experience in the fields of government and media. He has served as the Director of Culture, Youth and Sports - KK Kamenice 2004-2006 and has been a correspondent of BBC in Albanian, 2007-2010.

Matoshi would like to achieve professional advancement in Journalism and deal hands on with issues on the field, including improving of the understanding of the functioning of the Local government in Kosovo and the region. He expects from LGA practical gains in the Local Governance through lectures of the experts of the field and a first hand view of the legislation governing this local governance.

Maotshi underlines that because the majority of the participants and lecturers are local experts or officials and they have ignited interesting debates, the overall impression on the topics discussed has been very good. Representatives of different municipalities have given practical examples of solving different problems.

Matoshi thinks that LGA should include a cross section of the civil society, students and other groups. A very important and sensitive topic for him on the the local governance process is the discussion of the legal bases for the public-private partnership and enabling this partnership in the local level.

Menduh Vllashi :

At the moment Menduh Vllashi is the chairman of Municipal Assembly of Han te Elezit. Ha has a broad experience as a Chemistry Teacher in the primary school “Ilaz Thaci” in Han te Elezit, and from 1993-2005 as a Principal of this school. From October 2005 he is Vice chairman of Han te Elezit Municipality.

Vllashi values the LGA Program and emphasises that he is deeply invested in the discussions of the topics so that the information, practices and ways of local governance are valued and put to context by the participants. An interesting topic Vllashi would like to benefit from is the discussion on the ways of how to make Municipal Assembly function to better govern and serve the interest of the citizens, the transparency of the executive branch affairs to the Assembly and its citizens.

Vllashi is engaged in building a professional civil service and administration in all levels, and regarding the Hani i Elezit municipality, he stresses that Municipality staff is actively involved in consulting and inclusion of its citizens and widening of the services they offer. Regardless of their efforts they are often faced with difficulties related to a lack of professional capabilities, financial and technical issues. In the future he would like LGA to concentrate on topic related to services they can offer and budget planning.

Ajete Berisha:

Ajete Berisha serves as a Personnel Leader in Han i Elezit municipality. She has a Public administration degree from South East European University - Tetove, Macedonia. She has a professional interest in “Human Resource Management” and she hopes to lecture on that topic in the future.

She expects that LGA will improve on the experience on the relations between the Central and local Governance, a better understanding of public administration, and how to achieve an impartial, professional and responsible Civil Service.

Her current view on the lectures and presentations of various professors and experts of western countries, have helped her to have a better and more advanced understanding the current situation of the Local Governance in Kosovo. According to her, a very appealing topic would be the Management of Human Resources in the region, Successful local governance experiences from the region, examples of efficient communication between local and central governments.

Abdyl Bajrami :

Currently vice- chairman of Viti Municipality, councilman of Municipal Assembly Viti. Has an Electronics degree from University of Prishtina. His experience involves managing; he has worked as the Director of Banja E Klllokotit. What is unique about

him is that he has become Municipal Councilman on an independent ticket, very unusual outcome for the election traditions.

Bajrami has learned from LGA a new model of cooperation between the Municipality and its citizens, he was very impressed with the old democratic practices of the English system. His mission has been a total dedication to his electorate and being close to his electors and citizens. Bajrami believes that if the policies do not go from the bottom up, than their implementation becomes difficult. According to him, creating municipal advisory councils based on the self-governing laws is a very good objective that should be achieved.

Bajrami is engaging on empowering the local governance through a clear political vision and technology. Politics should be held responsible so that it offers a clear governing vision for its mandate and prepares the governing plans, including the time frame and implementation dynamics. Technology should be aiding the political vision, and yet be independent and not interfering on the professional work. A clear separation between responsibilities and duties guarantees efficiency.

Albulena Haxhiu:

Currently holds the chair of Senior Legal Advisor of the Municipal Chairman. She has a Master of Laws Degree. Her work experience covers a vast area due to her involvement in different fields. She has been involved with the European Mission applying the EULEX law, as a legal officer, she has worked in NGO, Elita journalist. Acquiring a PhD and increasing the depth of her professional knowledge is on of her main goals.

LGA is serving as a good platform for exchanging experiences and knowledge on the local governance field. Her age, her ambition and dedication combined with her experience give her a very special character, full of energy and very innovative on the institutional development aspect.

Haxhiu expects from LGA to concentrate on advances and shortcomings of the local governance, including the chronological aspect. According to her, interdependence of developing public politics and combining these politics plays a very important role in the growth of local governance.

Besim Halimi :

Is the director of General Administration KK - Viti. He has a Master of Laws degree. Should be pointed out that hes studies combined with his vast experience have had a distinguished success in the field of municipal functionality, managing and reforming the administration, being an active politician. Halimi is aiming to offer the citizens dedication and service for the trust bestowed on him. His short term goal is getting a PhD.

LGA program has offered Hamili a possibility to exchange new experiences that would serve him to strengthen the local governance. The introduction and explanation of different models of local governance through lectures will have a direct impact on learning how to have a more powerful, innovative and accountable dealing of the officials with the citizens. The organising of local government is of great interest to Halimi, and LGA is providing an excellent opportunity for this matter.

Getting to know new practices will serve in the future in raising the quality of the services provided to the citizens. His efforts are led by dedication for the citizen. His

political and institutional dedication is his mission to advance and improve the quality of the services.

Blerta Lokaj :

Currently she is working at the Business office for the Directory of Economic Development. She has a Business degree from Peje, and has four years of experience in this field. Apart from offering her role and contribution to the institutional and public life, she states that she is passionate about economy and business.

Being hands on the economic development at the business office, she knows very well the importance of the institution on the local economic development. According to her, economic and regional development plans are very important to the municipalities, including the conceiving, developing, implementing and evaluating the projects.

Lokaj believes LGA is serving as a compass guiding career development, focusing especially on local governance. The practical way of explaining and clarifying the discussed processes was of great importance to Lokaj. A great attention should be paid to Public politics and economic development.

Practices from other countries serve us a great deal, especially to those who have undergone major change in the liberal economic policies.

It is very important for us to offer the right infrastructure and be quick on procedures related to businesses since it directly affects the citizen employment.

Fari Klaisi:

Is currently employed as the Director of administration on Hani i Elezit municipality. He has graduated from the Education Faculty. In the past he has served on the Kosovo Defense Forces. A very important objective on the professional level is gaining new experiences on the work and models that help to increase the capabilities of the administration.

The topics and studies completed by LGA serve as advanced models that can serve as good examples advancing the services rendered. LGA's continuing topics and courses,, is helping us understand the responsibilities we have for our citizens and the relation we have with other institutions.

Klaisi welcomes LGA's involvement on touching specific points that would increase the level of services, especially by teaching the creation of a reformed and efficient administration. The exchange of professional and academic experiences offers a great help to each municipal official.

Hajriz Bekteshi :

Currently he is Head of the Municipal Assembly of Obiliq. He has completed his studies for Albanian Language also he his studing in the Faculty of Economy. Mr. Bekteshi is distinguished for his long experiences on polticial and public life.

He said that they are facing with special challenges like municipal Assemblies leadership and their relation with the executive as well as analyzies of the law applications and regulations issues. He belives that LGA through its activities and

through different topics treatment has offered knowledge that would serve for mutual communication, increasing of the democratic level and institutional empowering future.

He expected from LGA to treat other specific themes that has to do with the providing of the regulations by respecting each municipal specific. He thinks that would be very important the treatment of those aspects that are related with citizens articulation process as well as improvement of decision making. Moreover, another important special aspect is also transparency and accountability increment and responsibility in relation to citizens.

Lulzim Camaj :

Currently he held the Deputy Mayor position of Ranilluk municipality. He has completed his Law studies as well as MA in the Criminal Law field. He has been engaged in different departments within the municipality institution including administration, public services, geodesy and cadastre for six years. His main objectives are related with advancing of professional career.

He said that from LGA he has drawn lessons from administrative field including here the increasing of capabilities and management of professional resources. According to him inter-ethnic municipalities except the administrative dimension distinguishes have profile staff aspect features and cooperation of provision of services for all citizens.

Mr. Camaj said that experiences taken from LGA would serve him in the future in some direction; including that of municipal leadership as well as in management aspect. He said that it is very important to increase the municipal capabilities because here the citizen meets with officials and institutions in order to address their worries. Till now there were content changes of local institutions including the assembly and Mayor elections. He believes that based on gained experiences they could make essential changes that are directly related of efficiency

Mevlud Brava :

Currently he held the Chef of Protocol position as well as assistant of the Mayor. He is a student at Illiria University while earlier he has served in Kosovo Defense Forces. The main aims of Mr. Brava are advancing of capabilities in civil services as well as institutional.

He said that LGA has contributed to him by offering interesting issues like relations between Assembly vs. executive, center and local level, public communication and citizens. According to him these are some issues that have contributed on increasing his capabilities. For Mr. Brava communication as behavioral and representative aspect has a special importance and helped him for the provision of services within the Mayor office.

He expected from LGA treatment of the Protocol Behavior issue because in Kosovo he sees great deficiencies. He said that the organization of the protocol aspect themes as well as institutional behavior and administrations reforms are very important for the provision of services and for the behavior in relation with public and citizens.

Naim Qerkezi :

Mr. Qerkezi engages in the Obliq Municipality near the mayor office. He has completed his studies at the private University AAB of Prishtina. His earlier work experience in Presidency has served for him as a good institutional experience. Mr. Qerkezi main aim is advancing of professional careers through dedication and good performance ad his mission is to empower new capabilities that would serve for municipal work.

Mr.Qerkezi has brought a dynamic and a new approach in his work. He emphasized that he is dedicated to the local government reforms while in this context he is expecting that LGA would serves to him as a roadmap for his ideas in order to increase his working capabilities.

New experiences give to him a clear understanding of reforms aspect and municipalities empowerment. LGA is offering and elaborating the best models and practices of the local governance field. Due to the comparison with the models of other countries that has passed through this process, for Kosovo will be easier to follows the building institutional way and democracy. LGA it is offering a comparative platform with different other models of local governance from different places.

Naim Kuqi :

Currently is holding the Director position of Junik Municipality. He is distinguished for his long experiences of 25 years in management field. According to him professional advancing has to do with law enforcement role as well as administration performance improvement. According to him the main objective of municipalities must be good management because it directly affects on the capacities strength of qualitative provision services.

He said that during LGA his knowledge is improved as well as the implementation of theoretical and technical methods. According to him the management of the existing recourses and distribution of duties based on experiences as well as staff qualifications insure reliable results. Enforcement of law builds relationship of trust between institutions and citizens.

He expected that in the future LGA should treat essentially issues by explaining causes and consequences clearly as well as the local governance consequences.

According to him it is important to take into account the income governance model as well as the political development environment. He said that the political behavior and governance culture has a great role in west practices while in Kosovo we need to policies adaption with political culture.

Ramush Mehmeti :

Currently he is a Municipal Advisor of Novoberda. He has studied at University of Prishtina, in the Faculty of Agriculture. He has a long institutional and management experience also he has worked at the Agriculture Cooperative of Prekoc. Next he has been involved for the control of documentations from OSCE. He has served as a director in the agriculture directorate as well as sub-Mayor and he has held the credit analyst position at the Economic Bank. Mr. Mehemti professional aims are to improve his academic experiences as well as to have a better application of advanced management program. He said that he is very pleased with the information and lecturers that it is offering LGA program.

He is very interested on the management issues as well as on the aspects that resulted from the different changes that occurred in the local governance system. Mr. Mehmeti said that to him it is very important to achieve new knowledge in management field and especially for providing use of public property in order to enable local development. He claimed that attractive initiations in regional practices are very important, while related to LGA program he suggested that he would prefer that LGA organizes study visits as much as it is possible.

Riad Sadiku :

Currently he is a Municipal Assembly Advisor, and in private level he offers “Legal Services” in Viti. He is also the Chairman of the Youth Council in the Viti municipality. He has completed MA in Administrative Constitutional Science. Being close with youths and knowing their real problems as well as working with the legal services provision as a special mission for trust and law state building are things that make him to feel obligated in order to serve citizens on their political life.

According to him LGA should continue to offers trainings in order to improve and to serve for citizens’ well-being. Mr. Sadiku was very interested about advancing of administration capabilities, reform as well as provision of qualitative services for citizens’ issues. Also he was interested even for the relations between local and central government about the level of harmonization and cooperation.

Mr. Raidi said that he is very dedicated on his mission in order to improve the citizens’ lives. He is expecting that LGA program will help him in the future in the political planning aspect as well as on their pragmatic implementations and efficiency objective achievements.

Sinan Gacaferri :

Currently he is working as Head of Municipal Assembly of Junik. He has completed his studies for Pedagogy and possesses long professional experiences. His professional aims are advancing political experiences as well as pedagogical. He said that being head of municipal Assembly is a privilege but also a challenge because the Kosovo political problems as well as democracy level are still in a initial phase.

Moreover, he said that the communication and cooperation aspect between political specters is characterized by many gaps because daily political activities are treated most.

Mr. Gacaferri expected from LGA treatment of the decentralization, empowering of the municipal assembly as well as additional transfer of responsibilities from the center level issues. He said that it is important for Municipal Assembly to have more dialogue and debate. According to Mr. Gacaferri it is very important the advancing of the democratic level as well as dedication of the elected representatives. Moreover, he underlined that awareness of responsibilities of all of them must exceed the 'borders' of party aspect in order to come into practice and to try to solve the citizens problems.

His expectations from LGA were the practical and concrete themes that would serve to operate such as the way that how region countries have passed the transition since the Kosovo is a post-transitional country in political and economic terms. He said that Institutional Capacity building requires many challenges while the dedication and higher ideals are those that lead us forward. In the end he said that he is gaining great experiences and practices from this training program and he is very pleased with the dedication and communication aspect of the LGA staff.

Vllaznim Maloku :

Currently he is a Municipal Assembly Advisor of Junik and at the same time he works as leader of the traffic sector at the Ministry of Transport. Also, he is lecturer of Economic Chamber of Kosovo as well as expert of road accidents near District Court of Peja. During the war, Mr. Maloku has joined the Kosovo Liberation Army (UÇK).

He considers the professional advancing in the traffic field with great interest as well as the contribution of the economic development of the country and road transportation. He also considers very important the International Relations role for further development of the country.

His expectations from LGA were the inter-municipal cooperation issues. He also has considered an important aspect the increasing of capacities as well as harmonization and work coordination of the common problems. Mr. Maloku said that it is important the cooperation between positive-opposite in the Municipal Assembly as well as

responsibility awareness and democracy strengthening that are necessary for the regional integration and wider

Besim Halili :

Currently is working as a Prof. of history in the “Kuvendi i Lezhës” of Viti’s high school at the same time he is municipal assembly advisor. He has completed his studies at Faculty of History. His professional experiences have two dimensions; that of the professor and political representative of Viti’s citizens. So, currently he is serving as a professor and simultaneously has the second political mandate at the Municipal Assembly. Professional advancement related with science and continuation of political career are his main goals.

Mr. Halili believes that drawing lessons from LGA will serve for his professional advancement especially those treated issues that have to do with local governance development. Moreover, for Mr. Halili the most interesting issues treated from LGA are those of municipal executive efficiency, citizens quality services, financial management and intensive development priorities. He said that these issues have a key role in the development sector that affects directly the citizens’ life.

HISTORY OF THE LOCAL GOVERNANCE AND DECENTRALIZATION IN KOSOVO

Module/Themes:

- Presentation of Program/Local Governance Academy
- The historical of the Local Governance Reform and Decentralization in Kosovo
- Shaping of Decentralization, International Arrangements and Intentions by the Ahtisari document
- Presentation of report (2009-2011) on the progress and challenges of the decentralization in the country
-

Lecturers:

- **Besnik Tahiri**, Executive Director of the Kosovo Local Governance Institute
- **Fatmir Haxholli**, KLG I Research Program Manager and lecturer at the Faculty of Gjilan
- **Lutfi Haziri**, former minister of local governance and the first chairman of the association of Kosovo municipalities
- **Steve Schook**, former UNMIK deputy chief (former deputy SRSG)
- **Adrian Zeqiri**, Director of the European Centre for Minority Issues

Date: 18 November, 2011

Venue: Hotel Sirius, Prishtine

Presentation in general terms of the “Local Governance Academy” program and agenda of module I, by the KLG I Executive Director, Besnik Tahiri

The group is quite diverse in terms of:

1. Experience
2. Portfolios (functions)
3. and we have a combination between experience and functions

Elements that are part of the program:

1. Strengthening the legislation and decision-making, inventive programs...

Whereas the Municipal Assemblies are weak compared to the work and responsibilities that stem from mandate coming out of vote.

In the program we will have distinguished lecturers with relevant experiences from prestigious universities such as University of Birmingham, University of Vienna, ICDT, we will bring all these experienced and influential lecturers by the support of B.C, FES and Norwegian Embassy.

The program aims at teaching us from the experience, and also to directly invest in local potential leaders.

Example: While we talk about fiscal decentralization, municipalities have no sufficient means and this makes the work difficult in municipalities; therefore we will talk about the problems and models for effective local governance.

Also except the wider topics we will deal with certain specifics during this academy such as public appearance, models for writing official letters etc.

The background History of Local Governance and Decentralization in Kosovo - Opportunities and challenges.

Ex Minister of MLGA Mr. Lutfi Haziri:

Kosovo municipalities, keeping in mind the recent past, have started their work after the liberation war under the Temporary Government following the “Rambuje” agreement. From this point the first institutional structures has risen and at the same time Malisheva and Decani have been founded as Municipalities, later approved through the UNMIK regulation. After the first local elections the founding and naming of the official institutions took place starting the transition process. Institutional reforms in Kosovo takes a two steps approach, the other assisting factors do not undergo the election process. In 2004 there has been another reform followed

by decentralization, initiated by the famous “Hakerup-Çoviç” agreement. The Norwegian Model used up to that particular time needed to be changed, although has had its merits in promoting professionalism and skills; it backfired when politics was involved in the process of staff recruiting. A positive example has been set by the Municipality of Shtime which has never interfered with the administration regardless of the party that had the power.

To empower the municipalities, together with a few leaders of other municipalities we have founded The Association of Kosovo Municipalities (AKK), needed to stand against the Government and UNMIK (as a shadow government) with participants of all political views. The nature of the problems faced by municipalities has:

1. Financial Point of view

2. Representantion

3. Law- making aspect

Municipal Organisation support was needed when splitting municipalities in half:

1. Urban Municipality

2. Rural Municipality

Dispersing and later decentralizing, increasing capacity, in 2004 MLGA was founded by the need to build a consensus on the local government reform.

This ministry was founded on two principles

1. Being smaller and prepared

2. To end when the process is complete.

First document has dealt with Urban and Rural Planning with a part of the staff carried from other ministries. Prime Minister Harajdinaj has been a strong supporter of inheriting responsibilities based on the french model. On 2005 a proposition for five municipalities was made, which was refused by two of them. Vienna negotiations ended the process of founding the Municipalities not as a request from the institutions but as an international platform. Serbs present at this negotiations as a delegation from Belgrade, requested the creation of 24 municipalities with Serbian ethnicity, we requested the creation of 5 municipalities with the condition that each one has a population of 5000. The agreement will be reviewed in 2013 to check the progress on decentralization process of the municipalities, reviewing the needs, keeping in mind the security issues , the part EULEX plays and how much it has full-filled its obligations.

Challenges facing MLGA

1. Delegating municipal monitoring
2. Financial Distribution
3. Functional Review

KLGI Director Besnik Tahiri:

During my visits on different municipalities i have seen improvements on democratic consolidation. There are three important issues:

1. Are the responsibilities applied?
2. Are we serving the citizens?

3. How are we managing the finances?

Completing the Decentralisation - Negotiators and International intentions through Ahtisaar Document.

Introduction of the (2009-2011) report on progress and challenges of the decentralization in the country.

Conclusion

KLGI Director Besnik Tahiri:

KLGI research introduction, “Clear on paper – blurred in practice” and “Decentralization a heavy weight to be carried out”. They make clear the shortcomings and the needs of municipalities, as an example the municipality of Hanit Elezit, where the municipal guard has been forced to guard the Center for social Works because MPMS carrying responsibilities has stoped the payments for many branches.

RELATIONS BETWEEN THE ELECTED POLITICIANS (MAYOR) AND CIVIL SERVANTS (MUNICIPAL ADMINISTRATION)

Module/Themes:

- Relations between the elected politicians (Mayor) and civil servants (municipal administration). Academic concepts on relations between the political level and civil servants. The case of the United Kingdom
- The reform process in Kosovo government administration

Lecturers:

- **Prof. Dr. Ita O'Donovan**, lecturer at the University of Birmingham and European Commission expert.
- **Agron Maxhuni**, Director of Legal Department at the Ministry of Local Government Administration (MLGA)
- **Besnik Tahiri**, Executive Director of Kosovo Local Government Institute

Date: Decemebr 8, 2011

Venue: Sirius Hotel, Prishtine

The aim of the module was to explain the relations between the elected politicians (Mayor) and Civil Servants (municipal administration). For this reason, KLG I has invited Prof. Dr. Ita O'Donovan, lecturer at the University of Birmingham and European Commission expert, to treat an English example for the issue.

In the module there were also discussions about some different examples from Kosovo, in this context Mr. Agron Maxhuni, Director of Legal Department at the Ministry of Local Government and Mr. Besnik Tahiri, Director of Kosovo Local Governance Institute submitted their presentations.

Mrs. O'Donovan started presented her theme by giving examples from her country and her personal experience. She explains that the local government officials in England are willing to work with all parties, whether liberal or conservative. She devoted special emphasize to municipal budget by saying that budgetary resources explain that with what municipality we have to deal. But, except the insufficient budget, municipalities must be adaptable to the demand of the citizens.

By making clarifications on the difference between political and civil staff composition, she stressed that the concept of citizen is very important in the United Kingdom.

All citizens pay 22 % taxes only from incomes and 15 % the others that mean 40% in total. On the other hand, the media are very powerful and these two components together make constant pressure for service quality and policies.

During Assembles meeting, there are always a large number of people that monitors the meeting and this brings active citizen in politics.

The main issues, that English citizens are interested addressed to:

- The Quality of Water
- The Environmental Protection
- Youth Protection
- Health, Schools etc

The Government in the United Kingdom has given great autonomy to municipalities. But, first of all they have written their constitutions (statutes), with a team of experts that has adapted and designed it locally. The municipalities profile is not dominated by males, but it has a balance in gender representation. The Mayor, like happens in Kosovo, delivers the portfolio to the directors. The Assembly holds in accountability the executive and in this way we have balance and all knows that they are monitored relation with the citizens' interest, explains Mrs. O'Donovan. She said that the deconcentration is important because of the achieved objectives, they will represent only in this way; the community leadership means separation of powers. In case when it's demanded (50 + 1) and has not enough votes then we have lasting debates and this happens often. Professionals and civil servants have an important role in this process like in the case of budget the financial officials (director of finance) and treasure

Mrs. O'Donovan took the case of a Minister as example, (Lion Fox) who had marginalized civil servants because he was taught in his private business management and has thought that he knew better than professionals, but instead he has governed

only 3 days. He has been a devoted politicians but he wasn't adapted to the regulations. According to her, the power lies on the both sides, in the civil servants and in the politicians. But, she emphasized that even in the United Kingdom the system is not perfect.

Mrs. O'Donovan explained that what happens at the start of the administration is that all works diligently, in order to show that they understand clearly the political direction. But, she stressed out that the politics must be applied in accordance with law in all cases. "In continuity, we need to exchange experiences between politicians and officials. She argued that if that we don't have faith we can't have municipalities development.

On the other side, regarding with the process of the reform in the State Administration of Kosovo, presented Mr. Agron Maxhuni, Director of Legal Department at the Ministry of Local Government. He started to talk about UNMIK administration, local government regulations, obstacles and additional regulations. According to him, in the 2005 municipalities have come to an initial stage when it is needed to start from the beginning because political changes derived from the President Ahtisari, the plan of whom is in the constitution of local governance principle:

- The Constitution of Kosovo
- European Cards
- Other Laws

According to Mr. Maxhuni, the new legislation has issued two municipalities bodies: the Mayor and Municipal Assembly. The Assembly role has fallen continually since 2000-2009, in this way the electoral system has been impacted directly. This has created a delegate control of subsidiaries. The decentralized principal is closely linked with subsidiaries. Most Kosovo municipalities exercise the same competencies.

He said that the relation between the Mayor and Assembly must be cooperative. Sectoral Committees must take professionals people for strengthen policies. Mr. Maxhuni emphasized that during the drafting law for local governance has expressed an opinion that the Mayors of the departments must be civil servants, but he explained that has happened the opposite because people spend most of the time in political engagements, especially in the campaign times when the municipalities remains empty. According to him, the system here has many challenges and exist a lack of coordination between Municipal Assemblies and Mayors. It is good that the Head of staff has direct connection with Mayor, but in this case the municipality administration doesn't have the role that had in 2008.

The main Principles of Local Governance:

- Principal of legitimacy
- Efficiency
- Effectiveness

During the discussions was emphasized that the progress report of European Union highlights:

- Assemblies and Mayor have relations ad-hoc
- The lack of harmonization between local and central politics.

Moreover, the legislation for the civil service it is based on German Governance System. He said that they have civil servants of career and not. In case of political election, civil mandate is suspended and it is replaced with a non-career officer. A career civil servant possesses this assessment after two years. In partnership with donors are assigned staff restrictions that are based in the follow criteria such as:

- Basic Criteria
- Supplementary Criteria
- Criteria based on the students
- Now even in Social issues

The interest conflict comes in these cases:

- Between the civil servants and political representation
- In the municipal assemblies

Inter-municipal cooperation impact the services provison and resources union. Disadvantages of local government:

- Political Will
- The lack of a Long-Term Strategic Planning
- Lack of Law Harmonization
- Law on Public Enterprises
- Sustainable cooperation between public enterprises with municipalities.

Mr. Besnik Tahiri, on his speech emphasized that Local Governance in Kosovo looks all right in paper but we encounter many problems when we came into practice. He explained that we have given subjugate power to the Mayor, but municipalities assemblies cannot have control or monitoring, there are also shortage of officials for the municipal assembly chairman and for parliamentary groups. The opposition is under the siege because all citizens interest revolves around the executive and Mayor. According to Mr.Tahiri, the system is decreasing; the Mayor has political power but doesn't have practical ones. None of the Municipalities can't reaches to manage the delegated powers. The level of reforms of local government needs to be accomplished Mr.Tahiri among others emphasized that the local government system will decreases if we don't do the right reforms. According to him the law for the civil servants doesn't have to do with the meritocracy and it is crucial local governance review.

RELATIONS BETWEEN CENTRAL (GOVERNMENT) AND LOCAL (MUNICIPALITY) LEVEL

- Relations between central (government) and local (municipality) level
- Current functioning of the communication system between the central and local level
- Municipal acts: Presentation of OSCE Report on this issue.
- Public Administration Reform in the central level – the impact in relations between government and municipality
- Local Governance Academy Plans for 2012

Lectures:

- **Mr.Besnik Osmani**, Permanent Secretary of the Ministry of Local Governance
- **Mrs.Nensi Jashariaj**, Legal Adviser of the OSCE Mission in Kosovo
- **Mrs.Bardha Hamza**, Director for the Reform in Public Administration
- **Mr.Besnik Tahiri**, Director of KLG I

Date: 19 janar, 2012

Venue: Sirius Conference Center

The aim of this module was to explain the relations between central government and local (municipality) level. For this reason, KLG I invited Mr.Besnik Osmani, Permanent Secretary of the Ministry of Local Governance at the same time one of the founders of this ministry, to talk about this issue.

In the module were discussed also about the local governance theme and was presented the OSCE report by Mrs.Nensi Jashariaj, Legal Adviser of the OSCE

Mission in Kosovo. While regarding with the administration reforms and the financial relations presented Mrs. Bardha Hamza, Director for the Reform in Public Administration.

Mr. Besnik Osmani, said that for 2012 has been concluded a strategic plan and this year will be the most important year like in 2005, because here has started decentralization. In 2012, they will review the process and especially three legal issues:

1. Laws on public enterprises
2. Law on construction
3. Competences (their clarification)

While, regarding to the establishment of the Mitrovica Municipality, he said that he was doing the last consultation for the six month period. Mr. Osmani talked also about the local governance perception of the reports related with the finances. He said that they have worked the plan that comes out from the progress report. He argued that, from 2008, there was a progress between government and municipalities' relation, but even though they didn't have done too much according to the foreign reports.

Mr. Osmani said that they made budget expenditures but they have also achieved success on this issue but the problem that remains here is the usage of these systems and the lack of experts. In terms of reports, he said that they encounter problems because some Mayors deliver their reports while the others just boycott them. The serious nature of the problems, relation with soil and properties is a key problem according to him. Second problem is public-private partnership and the third one is an initial problem and has to do with loans.

In the end, he stopped to explain about a warning that they had get that MLGA has done progress in relations with government- municipality, but they didn't sent any municipality to the court.

He explained that in court they sent a case that has to do with the violation of law.

This happens in base of the municipality reports, for the legality issue and for the performance reports. He explained that they have a big problem with separation of the different competences. With other words it isn't clear the control line when it starts and when ends as well as cooperation between government and municipalities.

Regarding to the relations between the central level institutions and local ones, Mrs. Nensi Jashariaj presented the OSCE report.

She said that this report has to do with the analyses of the relations between municipalities and central level and also collaboration and functioning of the municipal assemblies. A better way to do this analysis is administrative supervision. She added that the evaluation made by MLGA is more an opinion.

Mrs. Jasharaj said that this report is done by monitoring 24 municipalities as well as by interviewing municipal structures and MLGA.

The main findings were: continues effort of the two levels as in pre adaption and adaption phase. According to the article 83, the request is made weather an act is in accordance with law, this opportunity hasn't been utilize in year 2009 but it is practicing now. According to the report has happened the creation of communication mechanism (inter-ministerial communication, contact local officials) and in most cases is the Director of the Administration. She emphasized that the representatives of the center level must be presented in the municipal assembly meetings. Legal officials have been less involved and this is seen as weakness. In 2009, the legal officials have been scatters and in this way has emerged creation of the special offices.

Also, she said that the role of the municipal officials is not defined in the administrative process review. The jurisprudence lack related with the contested municipal acts .According to the analysis, in special cases it was needed the court choice. In the end, Mrs.Jasharaj gave some recommendations that relate with the continuous preliminary consultation and information for the central level with the municipalities activities on legal issues. The central level must continue with the meeting of municipal assemblies monitoring. She said that it is a practice that clauses been in silence evaluated, cases must be challenged in the court and should be improved the inter-ministerial level of performance depending from the scope of the acts.

While about Public Administration Reforms in the central level and relations between Government and Municipality presented Mrs. Bardha Rustemi.

At first, she reflected in what we call parliament; elected people from all citizens of the country. She said that it is necessary a high control as well as distribution. She gave importance to the fact that when it comes to wages and salaries they are obligated to be bound because of the FMN monitoring. According to Mrs. Rustemi public policy notions mainly are itemized in laws and strategies.

Mr. Besik Tahiri on his speech said that only in the civil services we have to do with a wide range of laws and strategic documents, when we talk about reforms that affect the working place. While when we talk for the administration we talk for people not only just for laws. He said also that it is not excessive that we have created since in the beginning the administration and that civil service are becoming unique.

RELATIONS BETWEEN PARLIAMENT AND MUNICIPALITIES. DECENTRALIZATION, A NEW CONCEPT OF SERVICE DELIVERY

- Relations between Parliament and Municipalities. Decentralization, a new concept of service delivery
- Relations between Parliament and Municipalities in the Republic of Macedonia

Modules/Themes:

- Relations between Parliament and Municipalities
- Decentralization, a new concept of service delivery
- Relations between Parliament and Municipalities in the Republic of Macedonia

Lecturers:

Mr. Josip Juratovic, Member of German Bundestag

Mr. Riza Halimi, Member of the Serbian Parliament and former Mayor

Mr. Rizvan Sylejmani, Former Minister of Local Governance and Member of Macedonian Parliament

Mr. Besnik Tahiri, Executive Director of Kosovo Local Governance Institute

Date: 23 February, 2012

Venue: Hotel Sirius, Prishtine

The aim of this module was to explain the relations between Parliament and Municipalities. For this reason, KLG I invited Mr. Josip Juratovic, Member of German Bundestag, in order to bring German governances experiences in local and central aspects.

In this module, were treated also the Serbian and Kosovo governances models, when were invited two personalities with great experinces on governances such as Mr. Riza Halimi, Member of the Serbian Parliament and former Mayor and Mr. Rizvan

Sylejmani, Former Minister of Local Governance and Member of Macedonian Parliament.

Mr. Josip Juratovic Member of Bundestag started his presentation by giving examples from his country but also from his personal experiences. He said that in German the first problem is that the local level is straightforward with citizens, but they don't have. According to him, in German there are some governance's levels and each of them prepare, legislate and distributes budget. He explained that the main problems are financial assets and family status improvement.

According to him the main objective is to provide better services and important is that how it is worked in the local level. He explained that In the German Assembly, everyone is engaged in the certain fields but it will be better to see on the way of governing as well as provided services.

On the other side, related with the regional experinces for the local governance and cooperation in the Assembly presented Mr. Riza Halimi, Member of the Serbian Parliament and former Mayor.

Mr. Halimi explained that in Serbia there are problems between Assemblies and Mayors because of the blockages and in their case the citizen has no role in decions making bodies. He said there till now in Serbia they had the cities system while later has started regulation of the municipalities in city framework. He explained that in case if it's required government regionalization, in Serbia this is seen as separatizim especially in Vojvodina. Even though, he said that exist willgness to transfer certain competencies but not been recognized cultural and ethnical specifics. Also, in Serbia local governments are not financed, even Vojvodina that has a governmental role and some finances, challenge for Vojvodina remains fear from fragmentation. Special emphasize he gave to the Kosovo example and said that in Serbia will not exist a system unless Serbia will not have services for the citizens.

Mr.Rizvan Sylejmani presented about the experinces and activities in the Republic of Macedonia. He is a Former Minister of Local Governance and Member of Macedonian Parliament. Mr.Rizvan said that the decentralization process in Macedonia was politicized and it faces with many political problems. Moreover, it was a complicated process and interconnected with cultural and ethnical emotions. He said that in Macedonia, the central and local government doesn't have the same interests.

According to him the level of the decentralization could not be measured by competences but with the way of how are transferred and delivered means.

Mr. Tahiri, on his speech mentioned some aspects:

- The small Muncipalities in order to create their income does't mean that they are depented from the central level.
- Pozitive discrimination of municipalities

- Relation between Mayor and Assembly about democracy is good but in case of Kosovo brings problems.

He said that in Kosovo there are two governmental levels, local and central government. The division of Kosovo in regions is difficult because it will lead in a regionalism transformation except the existing party. He also emphasized that an important element is that the big cities have the development concept, but what is happening in the small municipalities is centralized governance where the citizens' decision making is performed.

RELATIONS BETWEEN MEDIA AND MUNICIPALITIES

Module/Theme:

- Transparency in Communication
- Bases of Public Relations and Communication

Lecturers:

Mr. Besnik Tahiri, executive director KLG I

Mr. Donat Sylja, chief-editor RTK

Mr. Bekim Salihu, journalist, "Koha Ditore"

Date: February 24, 2012

Venue: Sirius Conference Center

In continuity of the activity of the third module there were discussed important issues related with Public Relations and Transparency in the Communication of Local Governance. For this reason, KLG I has invited Mr. Donat Sylja chief editor of RTK and Mr. Bekim Salihu a journalist from "Koha Ditore" newspaper to present about these issues.

Mr. Donat Sylja, in his presentation said that communication is very important because it helps to have a better performance. He said that during his personal experiences none of the municipalities has asked to treat a certain issue.

Referring to the Restelices disaster, he said that all the time they have communicated with the citizens but it has been difficult communication with municipality. He also added that political life inside the municipalities is very interesting but is less transmitted to us. The lack of communication is a problem for these municipalities. In this way there is a lack of information from the public relation office and only one of the municipalities sends information and activities that takes place. While, in contrary the central level is very communicative.

According to him, often happens that they don't make creative news and all these came as a result of how you create communication with media.

Mr. Syla said that RTK has three correspondents in municipalities. These correspondents bring information. He emphasized that their interest are real problems and not usual protocolary meetings.

He claimed that within a day the number of e-mails that they have is 1000, but not all information is in the public interest. Also, he said that it is impossible that media follows and transmit all interesting events from municipalities because they are only one channel and they have lack on human resources.

Mr.Syla expressed his commitment to have other meetings in order to have discussions over the cooperation and communication with municipalities

On the other side, Mr. Bekim Salihu a journalist that follows events in the municipality of Pristina said that often happens that a journalist is not a professional. According to him, the case of the municipality of Prishtina in relation with media communication is to be criticized. He mentioned a statement from the president Churchill that says "media and women should not be frustrated"

He said the communication aspect between the officials and journalist is very loaded. According to him, media is more interested with the news that is in interest for citizens. He emphasized that presentation of the news must be base on the expert and not on the citizens. Media despite the information role it can serve also as an advisory. There were times when media has postponed the cancellation of the tenders. The majority part of information that comes in newspapers from municipalities is protocolary. Journalist in most cases orients the issue. Mr. Salihu said that it is important to find an appropriate language with media in order to convince it to present the desirable information. Also, he added that we are a political society and we are gradually moving to the local issues that are very important as well as essential.

Mr. Salihu said that a bad news is good news for media. Media has followed the activities in the large municipalities. Municipal meetings are the final issues because they came from the executive. He emphasized that often happens for a media to have incorrect information also exist the friendship and financial implication.

Mr. Besnik Tahiri on his speech said that in public life it is not significant the work without presenting it in public. United States of America are champions on public relations and has converted marketing into science. When are defining the good governance principles in 90-s, except the communication need, fundamental principle has been accountability and transparency.

In media structure the journalist is very important. According to him, the creation of relation it should be explained in two lines: in formal and informal way. In the end, Mr. Tahiri presented some academic phases that reflected the basis of communication.

**CONSULTATION AND DEBRIEFING WITH SIX MAYORS ON:
CHALLENGES AND PERSPECTIVE OF LOCAL GOVERNANCE
SYSTEM AND DECENTRALIZATION IN KOSOVO. FEED BACK ON
LOCAL GOVERNANCE ACADEMY**

THEMES:

- Consultation and Debriefing with six Mayors on:
Challenges and Perspective of Local Governance System and Decentralization
in Kosovo. Feed back on Local Governance Academy
- Local Government reform, challenges and progress
- Perspective from FES Kosovo on Decentralization and local Democracy in
Kosovo

Lecturers:

- **Besnik Tahiri**, KLG I Director

Short presentations from the Mayors:

- **Besim Halimi**, Viti/Vitina
- **Gradimir Mikic**, Mayor of Ranillugë/Ranilug
- **Bajrush Ymeri**, Mayor of Artanë/Novo Brdo
- **Mehmet Krasniqi**, Mayor of Kastriot/Obilic
- **Rufki Suma**, Mayor of Hani i Elezit
- **Vllaznim Maloku**, Junik

Participants:

- **Beate Martin**, FES Country Director
- **Lupins**, FES
- **Arjeta Emra**, BC

DATE: MARCH 5, 2012

VENUE: Sirius Hotel, Prishtine

The main aim of this meeting was to make a consultation and debriefing with six Mayors and to talk about the decentralization process in Kosovo as well as local government reform. Also, there were discussion about the challenges and perspective of Local Governance System and Decentralization in Kosovo from municipal perspective.

Mr. Besnik Tahiri on his speech said that this meeting serves as a consolation in which will be treat three themes; the local governance reform, challenges and achieved progress according to the study and the evolution.

He emphasized that this cooperation is important in order to get some idea over the decentralization process. Also, he added that three municipalities are directly affected from the decentralized process. Moreover, they had a dynamic process for the law adoption that comes from Ahtisari plan and that the 2010 publications are called “clear on paper, blurred in practice.

Related with the challenges and perspectives of local governance system as well as decentralization in Kosovo, presented some Mayors and representatives from six municipalities:

- **Besim Halimi**, Viti/Vitina
- **Gradimir Mikic**, Mayor of Ranillugë/Ranilug
- **Bajrush Ymeri**, Mayor of Artanë/Novo Brdo
- **Mehmet Krasniqi**, Mayor of Kastriot/Obilic
- **Rufki Suma**, Mayor of Hani i Elezit
- **Vllaznim Maloku**, Junik

Municipal Perspective

Mr. Besim Halimi (representative from Viti municipality), on his presentation said that during 2011 they had some challenges as well as progress. Mr. Halimi said that the separation of Klllokot municipality has affected on budget problems. The process of decentralization has reduced the number of population but after the approval of the status, the Mayor has decided to establish legal basis for the functionalism of the administration. In the process has happened centralization on some departments by ministries, like the control from top to the bottom of public enterprise such as water and garbage collection. According to him it is important the creation of a legal base for the management of these enterprises. He said that later on has started the centralization of inspection. Mr. Halimi explained that the good example of the implementation process of business registration can serve as a model to be followed. Also he said that during 2011 they have invested on squares, streets, water supply etc, and explained that they are in continues meetings in order find ways of cooperation with private sector.

Mr. Gradimir Mikic (Kllokot municipality) on his presentation said that they have cooperation agreement between them and they aren't separated from the Kamenica municipality when they didn't want to separate.

He also said that it has a progress in terms of infrastructure and education but they are worried about the centralization effort because there are taken more competences for the education. Also, they have many problems with public lands. He stressed out that from the decentralization there are established municipalities with 5000 habitant but some others have remained with 300.000 habitant. According to him the process should continue with the provision of services to citizens

Mr. Mehmet Krasniqi (Obiliq municipality) said that the challenges and the progresses of the municipalities are very similar. According to him, the success and the works of the local governments is determined by their poor budget. The lack of competencies over the public enterprises constitutes the violation of the law. According to him, it is said that Kosovo has decentralization of powers but in fact centralization took place every day. Also, he emphasized that municipalities have problems with the understanding of the public property management and if the competences are encroached then it loses the meaning of the mandate. He said that in 5 budget lines they have 99 % expenditures and that has happen an important development with businesses cooperation.

According to him the Mayors have their hands tied about the administrations reforms. In the end he said that exist cooperation between citizens and this is particularly seen last months when the Obiliq municipality has been in an emergent situation.

Mr. Refki Suma (Hani i Elezit municipality) on his presentation said that there are many discussions about the decentralization but in fact they have centralization in practice and not only in the firefighters but also in the inspectorates. He said that they have not yet the vehicle registration offices but also employment offices. According to him there are some laws contradictions because when a law allows something another one prohibits it. He took as an example the labor law and that of civil service and argued on how they differ from one another. He explained that the labor law says that workers must have 30 min break during the day while the civil service law says 1 hour.

Moreover, when it comes at forests issue he said that is their duty to protect them while the government takes the taxes. He explained that they deserve 5% from the public enterprises sales but they didn't take it yet. According to him, in most cases they found themselves between the laws and the citizens' interest.

Mr. Vllaznim Maloku (Junik representative) said that he thinks that municipalities have different specifics and a feasibility study in report with these specifics and budget will be better. He said that when the budget is planned, over 30 % goes for the capital investments,

30 % salaries and 30 % on investments. He stressed out that the politicization factor must be eliminated at civil servants. According to him the legal harmonization must happen from the central level to that local and being adapted on specific base. Also, it is important to have cooperation between neighboring municipalities and must have

political harmonization. In the end, he added that it is important the use of natural recourses on inter-municipal cooperation.

Mr. Bajrush Ymeri (Novobërdë municipality), on his presentation said that the Novoberda's territory is in disproportion with the number of citizens meanwhile the budget is divided with their number. He said that the government supports the enhancement of the services offering and not that of the staff. According to him, they are discriminate regarding to the budget allocation. He said that the biggest problem is in the transfer of the recourses because the territory is expanded while the resources are not transfer. So, it has happened the transference of the responsibilities but not of the resources. He concluded that with all these challenges they are tried to succeed.

SECURITY AT THE MUNICIPAL LEVEL; RELATIONS BETWEEN POLICE SERVICE AND MUNICIPALITIES; PRACTICAL SITUATIONS AND INTERNATIONAL PRINCIPLES

- Relations between Police Service and Municipalities
How to enforce Rule of Law and Community Security at the local level –
Reports between the Ministry of Internal Affairs, Police and Municipality

Module/Theme:

- Security at the Municipal Level
- Relations between Police Service and Municipalities
History, challenges and perspective of the security at the municipal level
- How to enforce Rule of Law and Community Security at the local level –
Reports between the Ministry of Internal Affairs, Police and Municipality
- Visit at the Kosovo Police – meeting with the Director of Kosovo Police-
Location: General Police Headquarters, meeting with General Shpend Maxhuni, Director of Kosovo Police

Lecturers:

- **Mr. Arbër Gorani**, Lecturer at **ISPE College** and former Chairman of the Working Group of Government Transition for Rule of Law
- **Mr. Fisnik Rexhepi, Mr. Sc**, Senior Adviser of the Minister of Internal Affairs
- **Mr. Besnik Tahiri**, Director of KLG I

Date: March 6, 2012

Venue: Hotel Sirius, Prishtine

The aim of this module was to talk about the relations between Police Service and Municipalities, as well as about history, challenges and perspective of the security in municipal level. In the module were discussed also about the strengthening of the law as well as community safety in local level and relations between Ministri of Interior Affairs, Police and Municipalities. For this reason, KLG I has invited Mr. Arber Gorani and Mr. Fisnik Rexhepi in order to talk about these issues.

Mr. Gorani started his presentation by talking about the history of evolution of the security studies field as well as the changing of the traditional institutions of security focus. Also, he talked about the creation and consolidation of the architectural elements of the security in Kosovo as well as about the creation and consolidation of the concept of community policing. According to the field of security studies evolution has proceeds from security to military security in order to continue with social, environmental and economic one. He said that securities studies are related with surviveal threats as long as the war and the threat to use force are security parts and not exclusive. But he confirmed that the definition is changed after the risks are and pandemics are appeared such as HIV / AIDS, environmental degradation, direct violence, terrorism and inter-state conflicts.

Evolution of the fields of security studies; Security, was bring in the literature by the Institute for Peace and Conflict Research in Copenhagen, and relates with security threat to the security of elite elements of the elite and subjective question dealing with any emergency. The author Ralf Emmers explain this in different contexts, starting from the reaction of Australian immigration until the invasion of Iraq in 2003. The new terminal is in security studies and human security, which concerns the concept of state-centrism and the traditional approach and its object reference, is the connection between development and security. Evolution of the fields of security studies, political security is concerned with external threats (problems with the recognition), and its biggest benefit is in the internal threats (the problem of legality) of the regime. Designation of the security regime has to do with the external and internal dimensions; military security "shelter or a house," of the traditional concept of security elements (based on Eric Herring).

However, based on the established safety and design, it is possible to deepen the sense of security even more, Evolution of fields of security studies says that it is important

the return of attention within the state security (not only outside the state, such as the Cuban missile crisis): half a million people die each year from lighter weapons , 40,000 people die every day from hunger. Richard Jackson said: "There is deep division between the types of security enjoyed by a small group of developed nations and the type of security environment inhabited by most citizens of the world. "Instead of government guarantees security regimes they become the main source of human insecurity, the relevant term dilemma of uncertainty not only reveals the nature of the spiral of violence, but also is very problematic to find the solutions.

Evolution of the fields of the security studies; social security is posed as an alternative to state security and in reality for the individual; a collective people notion; consideration of dynamics outside the ethnic conflict approach to resolving this uncertainty - not only military, environmental security: and during the years appears the thinning of the ozone layer concern and started to be seen a "new threat" to security; Evolution of fields of the security studies; economic security: a state economy and accesses that the state has on resources are essential components that determine a country's ability to be protected from an anarchy environment based on the self-defense principle. Afterwards, the pandemic issues such as of HIV / AIDS (every day are dying more people from AIDS than the number of killed people on September 11, 2001), the focus change of traditional security institutions: this changes influenced not only the security agenda in many places, but also in the legislation and objectives of the international organizations, changes in the army and the creation of CIMIC units, changes in police and community policing; the focus changed of traditional security institutions; experience of other places:

Germany;

◦ United Kingdom;

◦ Spain;

Countries in the region:

Albania, and

Macedonia.

The creation and consolidation of the architectural elements of the security in Kosovo from 2003 to 2012, the provisions of UNMIK Regulation 2005/54 up to the Police Law, and the standards for the status of President Ahtisaari package. Creation and consolidation of Kosovo's security architecture elements: there is currently a legal structure of strategies that address community safety, so far as security forums were established in most municipalities in Kosovo, from 2004. About 22 KKS-a, 32 EVSB and KSBL-27 is established, and mechanisms have been established on the basis of the current regulation critical practice, there is support from the stakeholders / local and international partners. The creation and consolidation of architectural elements of security in Kosovo, the mission of this strategy is to set priorities, determine the strategic objectives of the institutions involved, and to harmonize inter-institutional activities in order to achieve the objectives of national interest. The mission of this strategy is to provide quality services, advisory and human security by

reducing the risks and challenges that directly affects citizens and preventive policies. The creation and consolidation of the architectural elements of the security in Kosovo Police Act no. 03/L-035:

How to strengthen the rule of law and community safety at the local level - the relationship between the Interior Ministry, Police and Municipal

Mr. Sc. Arbër Gorani, Lecturer at **ISPE College** and former Chairman of the Working Group of Government Transition for Rule of Law

Mr. Fisnik Rexhepi, Mr. Ph.D. Senior Adviser of the Minister of Internal Affairs

Mr. Arber Gorani said that in terms of structure and reform, he thinks that for a certain period of time has been done a lot, taking into account the unknown concept.

Mr. Fisnik Rexhepi: said that not has started the individual concept of security in order to get his importance. The government approved a strategy for crime prevention as a strategy for community safety. Consolidation of the Early Warning Mechanism. along with EVSB, KKSB and that of community security. Police have already started last year with a new form of policing. In all surveys, the Kosovo Police is the most reliable mechanism. But if we look to cooperate with the citizens, then we can see that there is still a space for improvement. He said that there appear different situations when related with the cooperation between the police, municipality and the citizens: police operations in a municipality that was made according to the citizens' request, crimes of public safety are major issues for the municipality. Now we want to build a preventive police and not to deal with the consequences, this is done in cooperation with the citizens and the information we receive from them, on other words an intelligent police.

DECENTRALIZED GOVERNANCE SYSTEM; MANAGMENTS AND FINANCES; LOCAL ECONOMIC DEVELOPMENT (CONCEPT AND PRACTICIES)

- Decentralized Governance System-Theory and Practice
- Financing local governance – the successful decentralized governance system
- Local Economic Development

MODULE IV

Module/Themes:

- Decentralized Governance System
- Management and Finances
- Local Economic Development, the concept and practice
- Financing local governance – the successful decentralized governance system

Lecturer:

- **R. Andrew Nickson**, Honorary Lecturer in Public Management Sciences and Latin America, University of Birmingham
- **Besnik Tahiri**, Executive Director of Kosovo Local Governance Institute

Data: 10 March, 2012

Venue, Hotel Sirius ,Prishtine

The objective of this module was to present a resume over the decentralized governance system.

The discussed issues were about the management, finances and economic local development. For this reason KLG I invited Mr. R. Andrew Nickson Honorary Lecturer in Public Management Sciences and Latin America in order to present from his experiences in relation with the issues mentioned above.

Mr. Nickson in his presentation talked about the scientific aspects and practices from other countries. He showed an interesting example about how the municipal association of England has sent a delegation in the Latin America to gain experiences. He also stopped to explain the differences between the local government and local governance as well as decentralization. According to him, local governance is a way for the services offers to be in a local level. Mr. Nickson said that some countries have some level of governance and emphasized that Kosovo is lucky to have the two level systems. He also took Peru as another example. He said that in Peru they had a central governance, regional governance and local governance (has come later) and also some subsystems. According to him the idea of the local governance chosen through vote, through citizens, through civil society and youth it is done in order to provide services in accordance with what it is required. He argued that we have to distinguish essential local governance between local governance; all this depends on interaction and dedication. Decentralization is process of changeover power and it is a global trend towards it. According to him in last 20 years we will see the opposite. So, he called this a silent revolution and said that these processes have three components:

- Political Component , this is the driving force
- Fiscal Aspect

- Administrative Aspect , arrangement for problematik issues

Moreover, he said that the decentralization program effect has two purposes: that of the reality and that from reforms. In contrast with other countries, Balkan, in the administrative aspect is much decentralized. DONS has made the differences between decentralization in three steps:

- Deconcentration (fragmentation) from center to the same ministry offices. However, these also might be change and be backed where they been.
- Delegation, it is preferred more, from government to local level
- Delegation of responsibilities to the lowest political level.

He said that all of these things interact and the key devolution aspects that relates with democratization aspect has the idea to make the citizens to trust the state.

The United Kingdom is a centralized country where local governments have an important role. The central government gives them a lot of money but doesn't allow them to expend that money according to their needs. In England local government has good reputation compared with public politics. By comparing with his country, he said that before had occurred to put a person in charge of civil service and in this way they had administration control. According to the local level coordination; how the elected interact and administration; and what happened in case of transfer of powers from ministry in the local governments, he said that all workers see government as country leader instead to see in a horizontal way.

Also, he emphasize that centralization happens in crises cases in many places and moreover he has written about this issue. He explained that after the Second World War, it has been a big centralization maybe because of the USSR. In the 80-s has happend also an assestment. And, if someone asks me that from where this presure has come; in many places has come from above. According to him, the Neoliberalists think that decentralization reduces the power of the central level. While, Technocrats says that, for the defining effective services involvement should be achieved.

The local goverments have more clear the citizens needs. The citizens are more active and the allocation of financial tools is done according to their needs.

While according to the problem of corruption issue, Mr. Nickson said that if the corruption is increased then the answer is empowering of citizens for monitoring.

He said that the re-calling mechanism is a formal side to find solution if the citizens have concerns then he said that they have a decision. Acording to him, in the long-term aspect, if the corruption is increasing and the local government is not informing then we should empowering the transparency laws and financial issues.

The last one is empowering of the citizens in local governance when groups of citizens met to see the performances. He said that these are the three sides of the strategies but it is not easy. In the end he also added that it is important the education agenda against corruption.

Mr. Besnik Tahiri, on his speech said that the decentraliztion has been a decisive

plan for State building. The declaration of the principle and laws should be reviewed and adapted according to the time. He emphasized that in Kosovo there is a problem with the parallel structures as well as corruption is another big problem.

Regarding to the national issues, Mr. Nickson said that the local governments must be compensated on two things: for the exploitation and environmental issues. In the environmental issue it is important to have national policies because the municipalities don't have capacity.

In terms of practice, it is said that the local governments don't have capabilities; for instance protection of water. He said that this is a governmental responsibility and you should take legal action.

In other countries the loss of renewable sources are compensated. He said that it exists a problem because it has a barrier from enterprises and taxes that shouldn't go only in the central level but also in the local one. Sometimes payments for the local level are too big here and the municipal has a small number of population, this creates a disbalance between municipalities because some municipalities said that this is not fair. He said that in Peru it has a mine and the municipality is very rich while population is poor.

In the past, many countries have had municipalities' classification and this is done according to population base. But this trend it is reduced a lot and laws doesn't share and give the same competences. He said that we can talk about the French mode, for the municipalities association that is unique. In Britain they have 600 municipalities, while in France has 36.000, but there are countries that regulate in a different way the capital issues; such as WASHINGTON D.C that has a special law.

Moreover he said that they have the metropolitan system and in many countries the capitals have the same competences and that he doesn't see any reason to give to Prishtina special competencies.

On the other side, Mr. Tahiri emphasized that the Kosovo context is a special case in the income aspect, because it has a deep income disbalance between municipalities. Most of the countries have a special law that regulates the functionalization elements of capital because of concentration.

While related with the local economic development, Mr. Nickson said that if we have a decentralized government we should have local government. We should have local taxes because finances taken from government are destined and the municipalities should have money for use.

Mr. Nickson said that taxes are related with the priorities of the citizens. The second principal area is that of the vertical and horizontal balance. The financial resources must be match with division of the responsibility and to reflect on two things:

- We should give extra money in specific base and we should keep in mind the collection capacity.

This brings to the equal distribution and these are some of main taxes. A big income in our country comes from parking.

- In taxes, it is important to collect taxes that don't have great administrative expenses.

In administrative aspects it takes time and work. In some countries this allows even abuses in political aspect because they released from this tax with justification that they have helped on charity issue.

Regarding to the economic local development, Mr. Nickson said that the preparation of the strategic documents is pretty good but are weak in reality if does not corresponds with the specific of the country. The economic local development doesn't occur without the creation of unfavorable investments. In England, priority has been the creation of a healthy and educated society till now. While now, it is working a lot in infrastructure. Another aspect of the local development is creation of promotional local markets. These are traditional views for the local development.

Now, local government has received the role for the local development in the global aspect. Meanwhile, in macroeconomy the responsible is the Central Government. With the increasment of the role of the local government the development concept has been changed and requires much dedication and expertize. He said that in his country has conservative administration. A special idea is the construction of the networks. It is important to have strategic visions and wide public debates between citizens, businesses and governances. He explained that in the new academic ideas the development actors' interaction has an important role. For instance, in Germany it has a deconcentration in the medium development businesses and small ones, mainly traditional, they have strong relation with municipality.

So, it should have permanent dialogue with businesses in regular bases. Also, it should have tradition or political cultural of the city for cooperation. In the end, he said that it is important to take into consideration the special aspects of the city. The biggest idea for the local economic development is in the municipalities that have more tradition. These are some of the activities that explains the interaction where local governments be a development pioneer that might bring together people in order that could see their economic development needs

Mr. Besnik Tahiri, on his speech said that the municipalities' finances aspect is becoming a wide debate for the transferring competencies reasons and not from the resources. He said that in Kosovo still there are problems with the collection of the money.

He emphasized that it is important for the municipalities the compilation of the developing strategic documents.

REGIONALIZATION, DEMOCRATIZATION, DIALOGUE AND DECENTRALIZATION

Module/Themes:

- Regionalism in Western Europe. The case of South Tyrol
- Inter-Municipal Cooperation. Concepts and Practice
- Minority Protection and Asymmetric Autonomy Arrangements Relationship between the South Tyrol and Republic of Kosovo
- Democratizations, Dialogue and Decentralization
- How to Fix Northern Kosovo – Solutions from Local Governance Perspective and decentralization - Open Debate
- Inter-Municipal Cooperation as a tool for LG Development .Case of Kosovo – Legislation, Concepts and Practices
- Presentation of Inter Municipal Guide
- Preconditions and success factors for IMC - Role of Central and Local authorities in promoting IMC. What are the different forms of IMC

Lecturers:

- **Mr. Besnik Tahiri**, Executive Director of Kosovo Local Government Institute
- **Dr. Friedhelm Frischenschlager**, President of the European Federalist Movement – Former Minister of Defence of Austria and former Member of European Parliament
- **Mr. Naim Hoxha**, Political Advisor – OSCE Mission in Kosovo
- **Mr. Agron Maxhuni**, Director of Legal Department, Ministry of Local Government Administration
- **Mr. Bajrush Ymeri**, Mayor of Novoberdo
- **Mr. Mehmet Krasniqi**, Mayor of Obilic
- **Ms. Alba Dakoli Wilson**, Director of FLAG Albania

Date: March 22, 2012

Venue: Durres, Shqiperi

The first day of the Local Governance Academy was very lively with discussions planned in the agenda such as Regionalization in Western Europe and Protection of Minorities at the Local Level to the unanticipated but important issues of local governance such as the best methods to electing Mayors, the legal safeguards of local civil servants, and the level of ideological debate in Municipal.

The Local Governance Academy was honored to open its workshop in Durres in the presence of the distinguished guest and lecturer Dr. Friedhlem Frischenschlager, President of the Federal Movement, as well as all the invited participants of six municipalities. The KLG staff presented and explained in more details the agenda of the workshop whereas Mr Frischenschlager expressed his desire to discuss local governance issues with the participants of the LGA.

The first session of the workshop aroused great discussion at the LGA. The conflict and the resolution of conflict in South Tirol as well as the lessons drawn by Dr. Frischenschlager for Kosovo brought many questions and discussions about the approaches to making municipalities of North Kosovo functional. Debate revolved around the question whether Ahtisaari Package is enough or more is needed to accommodate the North municipalities so that they can function properly under the borders of Kosovo. While not all agreed with Dr. Frischenschlager's proposal and while this debate touched some points that were very political, crucial issues of Kosovo's local government were debated such as accommodation of minorities within local government and the type of competences and autonomy that local governments need to function properly.

The next session of the LGA started with Dr. Frischenschlager describing the local government structure in Austria where he also served as a minister in the 1980s and the challenges that this level of government is facing. This great presentation with interesting points brought a discussion among participants about Kosovo's experience with directly elected mayors and whether this feature which has also brought about politically appointed municipal directors. Elected officials of local government listed the list of challenges that the directly elected mayors brought whereas the civil servants directed the debate more towards the challenges of keeping political impartiality in their work.

A debate about the level of ideological debate in Municipal Assemblies of Kosovo resulted from Dr. Frischenschlager's description of Austrian local politics. While many agreed that there is very little ideological debate in municipal assemblies mostly due to lack of ideology in political parties of Kosovo there was a stress that municipal assemblies must deal more in solving the problems and issues that citizens request from municipalities rather than worry about positioning on a political spectrum.

The next day, the sessions focused entirely on Inter-municipal cooperation, the new legislation and opportunities in Kosovo, as this is a relatively new development in local governance. The Head of the Legal Department of the Ministry of Local Governance Administration, Mr. Agron Maxhuni, presented the provisions of the new Law on Inter-Municipal Cooperation and it was in a way alarming to find out the low level of understanding of this law by the municipal officials whereas on the other hand, the discussion brought about the many needs that different municipalities have in this aspect.

The presentation of the IMC Handbook of KLG was discussed on the following session including here the opportunities this mechanism has in development of municipalities, making municipalities more efficient. The presentation also explained in details how to develop, manage and oversee agreements on IMCs and remain within the confines of the new law.

Executive Director of FLAG Albania, Mrs. Alba Dakoli Wilson, brought the perspective of Albania in Inter-municipal Cooperation. Mrs Dakoli Wilson answered to questions mostly around IMCs in water supply in Albania, garbage management and collections, as well as the legal framework development in Albania regarding IMCs. Another particular point of interest for local officials was the experience that Albanian municipalities had with conducting feasibility studies for IMC projects and the financing of the Government of Albania and international donors in this direction.

The workshop was concluded with remarks on the topics covered and conclusions from the varied of topics that took place during the course of the workshop and the participants were informed on the agenda of the next workshop planned for April.

DECENTRALIZATION REVISED AGAIN DISCOVERING MORAL HAZARD RISK AND FINDING OPTIONS LOCAL GOVERNMENT AND SOCIAL COMPACTNESS

Module Themes:

- Why it is important for Kosovo to revise the decentralization concepts and local government reform
- Democratization vs. Decentralization
- The responsibility and moral hazard risk of local governance
- Types of Decentralization
- The separation of power requirement of post war societies
- Local Government and social compactness
- The Local Government Authorities Protocol

Lecturers:

- **Besnik Tahiri**, Executive Director KLG
- **Prof. Dr. Donald Curtis**, Specialist of Public Management and Institutional Development
- **Gani Demaj**, former head of the cabinet of the Ministry of Justice

DATE: MAY 23, 2012

Venue: Hotel Sirius, Prishtine

The main aim of this module was the importance of revising the decentralization concepts and local government reform. For this reason KLG has invited Prof. Dr.

Donald Curtis, Public Management and Institutional Development Specialist, to talk about from his diverse and rich experiences related with the issues. Also, in the module was discussed about democratization vs. decentralization, the local government moral hazard risk and responsibility, types of decentralization and the separation of power requirement of post war societies

In the end, there were discussions about local government and citizen compactness also it was stressed out the importance of local government authorities' protocol.

On his speech Mr. Besnik Tahiri emphasized the importance of revising the decentralization concepts and local government reform for Kosovo. He pointed out that reflection and analyzes of issues it is very important because in this way we draw a lesson.

Prof.Curtis presented a reflective document based on realities as well as theories.

He explained that there are many theories about decentralization but reflections, practices and analysis are the most important for the local governance development.

He said that Local Governance is a center of individual or a group of people power, this government could be efficient or not. According to him local government systems provide services, enables development, free expression of the individ, empowers citizens but on the other side several problems are repeated with capture, spearatis tendency when a party enters into power, fiscal lucks and efficiency.

Also he said that it is important the constitution flexibility in order to have even local decisions. Prof.Cutis emphasizeed that exist a social contract that relates citizens with state, but this contract sometime it is broken by the lucks of the two sides. Moreover, this contract or agreement it is valid in the American Constitution and that local governanance works in base of some freedom principles sucha as the freedom of speech or the freedom of expression.

Also he said that exists responsibility and moral hazard. Moral hazard; if A accepts responsibility for a common good, B will be inclined to the view that it is not responsible and is free to act without responsibility. The local good is a common good but constitutions enable capture, responsibility avoidance, buck passing and blame games.

Prof.Curtis said that decentralisation in practice can involve central government passing responsibilities down to local government for 'wicked issues' for which there is no clear remedy, without adequate funds ; 'unfunded mandates, and also passing down blame when things go wrong. He emphasized three strategies in order for locating responsibilities; Flexibility, keep the system in public discussion, next 'Don't put all eggs in the decentralised basket': only those 'good's for which active citizenship at the local level enhances relevance, quality and resource mobilisation. Third, follow 'localist' principles.

Also, prof.Curtis talked about Deconcentration that has to do with setting up local offices of central government to carry out central or country-wide responsibilities.

Another important feature is also delegation by giving specific responsibilities to local authorities who may be central officers locally located or local leaders. On the other side he said that

Different decentralization needs can be accommodated within a uniform system, and it is important to allow different types (asymmetric federalism). There is also scope for decentralising some functions while centralising others.

Prof. Curtis said that exist hazard decentralization. There are several hazards in decentralisation practice that include; Capture by political sectors that do not feel the need to share power in the public interest, Inefficiencies, stemming from lack of incentives to be efficient or from scale problems. Separatist tendencies, arising from failures in incentives to social cohesion. In the end Prof. Curtis emphasized the importance of some elements in order to encourage local governance responsibilities, first is the Constitutional flexibility, constitutional provisions have to be kept under review to ensure that tasks will be addressed responsibly. Second, differentially centralise and decentralize and develop localism principles. Centralise services that lend themselves to uniformity, such as education, primary health, (citizens demanding equality of access). Third, he said that it is important to follow subsidiarity principle, local responsibility for mobilising local resources, direct citizen involvement in decision processes, partnership and co-production of service.

Mr. Besnik Tahiri, on his speech talked about the ethical feelings of being a Mayor and how can we make an ethical overview. According to him decentralization means being flexible and not only to concentrate over the responsibilities framework. He said that it is important the capturing of the system when you have law power and the responsibility. He emphasized that in Kosovo a wicked point it is the unsupervised system as well as elements of control over the executive. Moreover, he said that it is important the creation of the controlling and balancing mechanism of the system. According to him, the separatist tendencies relates with the new municipalities and that 80% of the Kosovo territory should have self-control, self governance but not in an autonomy way.

While for the efficiency he said that it brings decentralization, better services. Also, he said that the system in Kosovo it is not controlled and that no one dares to come in front of the Mayor.

In the end, Mr. Tahiri mentioned a quote from Prof. Curtis that said “let’s go beyond structure” that means local democracy it is not only what it is written on the constitution, but it is important to go forward even when we go beyond the framework.

Mr. Tahiri emphasized that it is important to work a lot and that it is not important to have only strategies on paper but it is needed to work in practice on what you are going to provide citizens. Moreover, it is important to think beyond of what you are and what are you going to give to the society.

LOCAL GOVERNANCE AND INTERNATIONAL STANDARDS; EU INTEGRATION AND HUMAN RIGHTS STANDARDS

- EU Integration process versus Local Governance- The European agenda impact over Societal, political and municipal transformations
- International Standards at municipal level- Human rights obligations and linguistic equality

Lecturers:

- **Besnik Tahiri**, Executive Director of KLG I
- **Agon Maxhuni**, Legal Director of MLGA
- **Fatmir Haxholli**, Expert of Integration GIZ
- **Rexhep Vasolli**, Expert of Integration, Ministry of Finance
- **Sehadin Shok**, Expert for Human Rights

Venue: Hotel Otrant, Montenegro

During the closure session of the first generation of the LGA project, Kosovo Local Government Institute, leaders and high representatives from the six Municipalities of Kosovo (Artanë, Junik, Han i Elezit, Obiliq, Ranillug dhe Viti), talked about the role of the local government for the meeting standards of European Integration.

In the closure session talks panelists such as: Rexhep Vasolli, expert of the EU in the Ministry of Finances, Fatmir Haxholli, expert of EU, Agron Maxhuni from the MLGA and Besnik Tahiri, executive director of the KLG I.

Also, guest lecturer was Mr. Gebci Nimanbegu, member of the Parliament in Montenegro. Mr.Nimanbegu talked about his experiences from Montenegro related with the European Integration process. Moreover, he said that the European Integration process is more demanding from the pretending and candidates countries even for Montenegro in order to join EU. Despite this, Mr.Nimanbegu said that Montenegro is giving the maximum in all levels in order to fulfill all required standards.

On the other side, Mr. Rexhep Vasolli, expert of EU near the Ministry of Finances, said that the integration process for the EU was not much stronger than now. He said that they have the roadmap for the visa liberalization process and they are in the right way towards European Integration. The current phase will be for the fulfillment of the criterias and standards especially from the local level.

Mr. Agron Maxhuni from the Ministry of Local Government and Administration, talked about the international standards adapted in national legislation. He said that these standards have a direct impact in the quality of the citizens' life of Kosovo Municipalities. Moreover, he said that the implementation of the legislation and good governance principles are the responsibilities of the municipal bodies that comes from the local elections. The central government partnership as well as local governance and specialized institutes that deal with local governance have an impact on provision of sustainable public services and quality for the municipal citizens. In the end, Mr. Maxhuni said that this partnership has an impact for the increasing of the political and administrative local capacities structure for the provision of services that are required from citizens.

Mr. Besnik Tahiri, executive director of the KLG, talked about the Local Governance and international standards as a need for the locally governing level. He said that the municipalities have an important role over the European Integration process and especially now it is required from the Kosovo Municipalities the maximum commitment in order to help the European Integration.

Kosovo Local Government Institute

Kosovo Local Government Institute (KLG) is offering a substantial program in the field of local government, under the banner of Local Governance Academy (LGA),

first of its kind in the Republic of Kosovo. LGA is designed to serve as a platform and a way of informal education for the leaders of local government.

Through this program LGA aims at contributing to general capacity building of participants, particularly in six municipalities.

An initial review of the work of KLG I during several years, points to the fact that Municipal Assemblies are not exercising the full supervising and monitoring powers against the ever increasing influence of the executive branch, in particular of the chairman of the Assembly.

The main purpose of LGA's work is an increased communication and cooperation level between these key players of the local government and the community. As part of this effort, Local Governance Academy (LGA) and Kosovo Local Government Institute (KLG I) organized a study visit in three neighboring Countries: Macedonia, Albania, and Montenegro. This experience gaining visit included the leaders and representatives of six municipalities participating in LGA. Novobërdë, Junik, Hani i Elezit, Obiliq, Ranillug and Viti. The delegation was headed by Mr. Besnik Tahiri, Executive Director of Kosovo Local Government Institute.

The Study Visit in the regional countries was intended to discuss different issues with local government officials, meetings at various institutions and several visits to gain experience on the successful initiatives the neighboring countries have undergone as part of a larger European Integration

Local Government level Visit (Macedonia, Albania and Montenegro)

Meetings with Municipality Leaders

Tetovo Municipality (Macedonia):

LGA members started their visit in Municipality of Tetovo in Macedonia. They were welcomed by the Chairman of Tetovo Municipality. Mr. Sadi Bexheti who informed them about their achievements, challenges and experience gained overseeing the Municipality. During the meeting with Mr. Bexheti the discussions pointed out the influence the two universities have had over the progression and development of the municipality.

The meeting also informed the participants about the importance of higher education and the impact it has on increasing the capabilities of the local institutions. The Chairman and local officials of this municipality discussed the democratic practices and focused on the latest developments and efforts to include women in decision making processes.

LGA participants continued their visit to the South Eastern Europe University. This university being an international institution of higher education, they were informed of the positive impact it has brought to Tetovo community.

University's academic and administrative staff, informed the guests on the various programs and courses offered, the content, number of local and out of state students. As a conclusion the visitors learned that a contemporary and modern university is a direct factor in local development, a positive factor in improving the relations between the regional people, cultural and scientific integration, and breaking down the barriers. It was pointed out that a great number of graduated students, including many from Kosovo, have managed to fit in and contribute to the institutions and civil life in their respective countries while another considerable number are continuing their education in Western Europe.

Municipality Fier:

The leaders and high ranking participants from six municipalities of Kosovo continued their visit in the Republic of Albania, Municipality Fier, where they were welcomed by the Mayor Mr. Baftjar Zeqaj. Mayor Zeqaj introduced Fier as a City and a County, concentrated on Oil resources and Agriculture. Some of the main priorities of city of Fier, according to the Mayor are the development of cultural, historical and archaeological tourism. The visitors were informed about these priorities being reflected on the City Improvement Plans, and the strategies they are being implemented with.

On this occasion Mayor Zeqaj informed the participants of Local Government Academy about the inner workings of the Municipality of Fier Administration regarding investments, the management, main projects and the best experiences gained from the Municipality during the years. One of the most important undertakings of the Municipality jointly with KFE, is the sewer and waste water management project and the cleaning up of river Gjanica

Detailed information on actual joint public-private investments was presented to the guests and the participants visited a few projects on the field. Visitors also learned

about the relationship between the municipality and the private businesses, the relief and support the municipality provides for them.

Deputy Mayor, Sokrat Ikonomi offered a thorough explanation on how the Municipal Council functions. An important point observed was the importance of cooperation and relationship between the Municipal Council and the Executive Branch.

Municipality Kamëz (Albania):

LGA participants also visited Municipality Kamez and guests from Kosovo were welcomed by Mayor Xhelal Mziu who made a brief introduction of the geographical location the expansive urban, social and economic development of Kamez. Mr. Mziu pointed out that the Municipality of Kamez ranks as the sixth largest Municipality in Albania in population and ranks fifth in the number of new constructions.

In Kamez, participants of LGA were shown a substantial documentary titled “ Kamza, a center of demographic, urban, economic and social development”.

This documentary presented the latest historical development of this city such as the creation of the urban and suburban infrastructure; the best practices of local governance, public relations and municipal publications; participating budgeting practices; cooperation between central government and international organizations and institutions; Kamza twining with some regional and EU municipalities, participation of Kamza in European programs; the structure of the municipal council and municipal administration and especially the investments that are made during the last five years.

The documentary indicated achievements of the Municipality as well as that of the City of Kamza on the issues of road infrastructure, water supply, sewage, schools, the Cultural Center, the city stadium and sports grounds. LGA’s participants asked many questions about the future projects to the municipal officials present. During the conversation great consideration was given to the issues of the improvement of the representation of women at the Municipal Council, legalization of the illegal constructions and infrastructure services. The mayor of Kamza, Mr.Mziu concentrated on positive experiences of the Kamza Municipality such as good governance, modernization of infrastructure including the delivery of services efficiency through a contemporary practice called “One Stop Shop”.

Municipality of Tirana (Albania):

The last and the most important visit was at the municipality of Tirana which generated great interest for the LGA’s participants because of its administrative complexity and magnitude. In this case the LGA participants were welcomed from the deputy mayor Mr. Edmond Panariti. Mr. Panariti informed the participants with the last projects as well as the last achievements of the Municipality of Tirana. He emphasized the importance of legalizing the illegal constructions and administrative procedures involved.

The deputy mayor of the municipality of Tirana provided a detailed presentation regarding the challenges, problems and objectives of this municipality. He further pointed out the main priorities of this municipality, which are the local economic development, raising considerable income for the municipality and completing the urban plans focusing on infrastructure, traffic and environment.

The deputy mayor of Tirana said that one of the most important practices of the capital city is the improving the life of its citizens, especially to groups like senior citizens, children and youth. For this reason, Mr. Panariti said that they will provide social housing to some people that belong to these groups. Furthermore, according to him the municipality of Tirana may offer to these citizens the possibility to buy these social houses with low interest loans. Also in Tirana senior citizens are provided with free public transportation and soon the city is to offer discounted ticket prices for students.

Mr. Panariti explained that in order to relieve the congested traffic in Tirana they are building underground parkings and at the same time they are rerouting the heavy vehicles to the peripheral roads. In the foreseeable future there are plans for building a two lane Tramway system linking the city to facilitate a fast and easy commute for the citizens. Another important element for this Municipality that was mentioned during the meeting was the plans to increase the Parks in the city and the reconstruction of the city main square. The meeting ended with a discussion about the grants offered by the central government, and it was concluded that because of the political developments in Albania, having the same political party govern in both local and central levels provides a more successful cooperation.

Ulqin (Montenegro)

During the visit in Macedonia, Albania and Montenegro, LGA participants stopped at the Municipality of Ulqin, where they were welcomed by the Mayor Nazif Cungu.

Mr. Cungu detailed the voes that he and his administration have taken to stimulate the tourism and the need to make the municipal strategy for developing sea side tourism their main priority. He pointed out the actions that he and the ruling political party has undertaken to develop this municipality.

Mr. Cungu underlined the challenges and obstacles noticed since he was appointed to this office. The Municipality was lacking visions and plans of action, which has lead to arbitrary judgments without a legal footing, compromising the income and the inclusion of its citizens in the process.

Mr. Cungu explained that his model of governing is based on successful businesses and entrepreneurial spirit. With this model, once he was appointed as the head of city of Ulqin, combined with the support of all the municipal branches, he has prepared a strategy to put order to the urban development, to improve the facilities for the tourists, and collect revenue from new constructions.

According to Mr. Cungu the local government should assign adequate staff only to services needed, which should increase the efficiency and on the other hand reduce the expenses of the municipality. The Mayor has decided that only essential employees they need should be working for the municipality, and all the other

employment contracts are to be terminated. Mr. Cungu has sent a clear message to the citizens that he is very serious about lowering expenses by cutting the wages of the municipality staff by 30%

All these reforms taken, according to Mr. Cungu, enable the strengthening of the legitimacy of the government and awake an interest among the citizens on the role of the municipality and invite them on the process. He also mentions the process of calculating the debt owed to the municipality and the start of collection. This has been achieved by warning citizens about the debt and also by offering flexible and long term payments. For the citizens that do not pay the debt, the municipality plans to take all actions provided by the law.

After the meeting honored guests from Kosovo took some time to visit the commemorative plaque presented by the people of Kosovo to the people of Ulqin as a token of appreciation and respect for harboring Kosovo refugees during the war.

The Participants visited also public utility companies to learn more about their practices. During the visits at the Sanitation, Environment, and Water Department, the guests discussed about the awareness the citizens should have about minimal water consumption, and also about the importance of recycling in a developed country.

Both department leaders agreed that reasonable water consumption and recycling is closely related to proactive and responsible citizens. A well informed and educated society takes great care of the environment and the way it utilizes its natural resources. The departments raised their concerns about the lack of funds to complete key projects like the increasing of the capacity of the water delivered to the city and the purchase of new equipment for waste collection and transportation.

Central Government Level Meetings – Republic of Albania

Meeting with Albanian Prime Minister Sali Berisha.

Prime Minister Berisha expressed a great appreciation of this project and underlined the importance of a close cooperation between the two countries in the local government level. He was convinced that local government can exchange their experiences and apply them to their respective municipalities in the interest of their

own citizens. Local government is closely involved with citizens' lives, their daily affairs and has a direct impact on the community in general.

During the conversation Prime Minister Berisha mentioned some of the fundamental reforms to strengthen the effectiveness and capabilities of local governance. The Prime Minister pointed out the 4 to 5 fold increase in the budget for local government and expressed a willingness to support financially the local government projects. The Prime Minister continued by introducing to the guest the infrastructure investments and the ambitious projects of repairing the existing and construction of a new road system. In this regard the prime minister gave credit to the vital role local governments played in the completing of the project.

Mentioning the successful reforms like “One Stop Shop”, for registering businesses, taking out permits and licenses, avoiding red tape and providing transparency, the Prime Minister hailed these practices as a model to be followed by local government.

“Local Governance is also trying to create a unique service counter to help the citizens, where they would find all the services they require, and i hope that gradually this counter will start working in Albania, thanks to the digital technology” Said Prime Minister Berisha.

Mr. Besnik Tahiri as the organizer of the visit and the enabler of LGA program took time to reaffirm the importance of the reforms taken by the Government of the Republic of Albania. Mr. Tahiri emphasized the modernizing of the administration, the increased level of transparency and above all the stimulation of local development.

Prime Minister Berisha expressed his satisfaction that this meeting was attended by representatives of Kosovo minorities, and recognized the contribution they provide for their communities, also their resolve for a peaceful coexistence in Kosovo and the whole region. The Prime Minister was confident they would find beneficial partners in Albanian municipalities. At the meeting was also present the Chairman of Municipality of Ranillugu Mr. Gradimir Mikiq who thanked the Prime Minister for his contribution in empowering the municipalities headed by minorities, and expressed interest in twinning the Municipality of Ranillugu with counties or municipalities in Albania.

European Integration Ministry – meeting with minister Majlinda Bregu

During the stay in Albania, LGA participants paid a visit to the European Integration Ministry and had a meeting with the Minister, Mrs. Majlinda Bregu. The visitors were informed about the European integration process and the important role the municipalities in Albania and Kosovo hold in this process.

During the conversation with Minister Bregu, they also focused on the relationship between the central and local government managing the European Union structural funds. Referring to the Albanian experience in managing the IPA funds, Minister Bregu stated the importance of preparing the projects, which a particular County or Municipality competes with. In addition to the above a very important part is the management and the implementation of the projects in the appropriate time frame.

She strongly confirmed the willingness of the government of the Republic of Albania to help the municipalities of Kosovo, specifically through the projects of cross border cooperation and the utilization of EU funds. The Minister concentrated on the clear vision the municipalities should have, and the meticulous work they should do in order to full fill the requirements for the national integration agenda.

The minister emphasized that it is very important for the local level government to invest in strategic and long term projects which in turn cloud find support with funds from European Union. According to the minister there needs to be a coordinated effort between the central and local governments so that the preparation of the projects, the application for funds, acquisition of funds and getting support does not get lost in the process. Getting support from EU institutions according to the practices, said the minister, requires both central and local governments to guarantee healthy managements of the finances, financial reports and also guarantee an impact with the outcome of the project. For this purpose the full support of functional and professional capabilities of the central government should be offered to municipalities and simultaneously the local government should demonstrate responsibility in entertaining its powers - there should be more transparency, accountability to the citizens and cooperation and coordination with the central government.

Mrs. Bregu expressed the dedication of the institution she heads in supporting both the local and central government of Kosovo. She encouraged intensifying the exchanges of experiences and a closer lever of communication between two countries.

Ministry of Environment – Meeting with Minister Fatmir Mediu

Participants of LGA also visited the Ministry of Environment of the Republic of Albania and were greeted by Minister Fatmir Mediu. Minister Mediu informed the guests on the work the ministry does, pointing out the great role municipalities play in protecting the environment in general and specifically managing responsibly the forests and water sources as an invaluable public property. An interesting topic for the guests was the managing and protection of forests, and their use, both as an environmental issue also as a tourism opportunity in order to stimulate economic growth in municipalities.

Minister Mediu stressed the importance of integration environmental plans in both local and central governments. A very good practice which has proved successful in managing and protection the forests according to the minister is the turning over the ownership of the forests to municipalities.

One of the most important elements underscored was the practice of interweaving the agricultural development with the environmental planning, including the management of the forests. Mr. Mediu made it clear that his intentions and those of the ministry he heads is the making of the environment issue a national priority, which is something it has not been in the past. As a result these efforts have started to make a difference on the Albanian coastline. Another important practice in developments in the

environmental field is the separation of the inspecting branch from the planning branch - which enables positive results in the field.

Conclusions and the best practices that need to be implemented in Kosovo municipalities

Conclusions, best practices and experiences gained that can be implemented taking in consideration the local conditions of each of the municipalities' representatives of which were present at the LGA visit. Regarding these conclusions and practices Kosovo Local Government Institute is expressing its willingness to support municipalities with additional information, with detailed explanations and with direct professional and operational assistance in the field.

Conclusion and practices:

- Enabling higher education, local universities improve local economy and networking,
- Municipalities should invest in stimulation professional education focusing on governance, and should explore the possibility of supporting young talents and future leaders. This support should have a mutual understanding that in one way or another municipality will benefit from the person being supported.
- There should be actions to be taken and practices to be applied to ensure the inclusion of women in local decision-making.
- Local plans of high priority should correspond with strategic and urban plans, and with other regulatory documents.
- Cultural, historical and archaeological Tourism should receive a great deal of attention. Municipalities can raise revenue and promote local developments directly through tourism.
- Businesses and the relations with them have a very important place in the local economic development and the general well being of the economy. Keeping this in mind there should be services to make easier the registration, ability to conduct business and give them tax breaks.
- Municipalities should pay more attention when building their profile and presenting it either nationally or internationally. Municipalities should try to have twinning partners and cooperate in the country and outside. This is one of the possibilities the municipality should take the lead and should not wait for other entities to offer services.
- Municipalities should be efficient when offering services - One Stop Shop, is one example and has demonstrated other values too.
- Raise general awareness through informative campaigns about managing natural resources, responsible management of the environment and the importance of recycling.

- Municipalities should explore ways to offer relief to citizens belonging to groups with unfavorable circumstances.
- Close cooperation and coordination with Central government is essential in having a well functioning local government.
- Municipalities should explore the most successful management practices and projects to increase the credibility in front of the citizens and empower the legality and local democracy.
- For the municipalities to demonstrate their responsibility and accountability they should make clear every expense, they should reduce expenses, and if necessary let go if some of the staff. Only essential staff should be on long term contract.
- Municipalities should pay close attention to meeting tax revenue goals, managing the budget and to the public-private relationship.
- Municipalities should identify debtors, facilitate the debt collecting by offering flexible payment plans, and reward the debt payment with offering services according to basic human right, according to local laws and the constitution.
- Based on their abilities, municipalities should offer housing to citizens affected by difficult social circumstances.
- Municipalities should seek central government support to familiarize themselves with IPA funds and to get help applying for assistance.

Central Government:

- Conclusions and practices:
- Empower local elected officials, who are in daily contact with the citizens and can make an impact on their lives.
- Should increase the financial support for local government.
- Should get involved on long term projects which in turn can stimulate the local economy.
- There should be reforms to create an environment where local governments efforts are efficient.
- Need to coordinate the role of the local government regarding European integration of the country.
- When applying for IPA funds the application should include as many municipalities as possible.
- For the European integration process Representatives of municipalities should be included in study visas, training workshops and education.
- There should be more control and balance amongst the branches of institutions and institutions themselves, should avoid concentration the powers which can lead to conflicts of interest.

Information and Thank You

This study visit was financially supported by the Norwegian Embassy in the Republic of Kosovo. The logistics and arrangements for the meetings were provided by the Kosovo Embassy in Tirana. This visit is part of Local Governance Academy project, an educative program of Kosovo Local Government Institute supported by Norwegian Embassy in Kosovo, British Council, FES Foundation, Kosovo office.

Closure Report

Results from the evaluation

