



# LOCAL ECONOMIC DEVELOPMENT STRATEGY FOR THE MUNICIPALITY OF DRENAS 2025-2029



October, 2024

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11. Vlora Gjinofci – Member
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15. Bekim Dobra – Member
16. Zyrafete Nishori – Member
17. Shqipe Hoxha – Member (Civil Society Organizations)
18. Habib Janova – Member (Business Representatives)

## Opening Statement from the Mayor of Municipality of Drenas

Dear citizens,

The Municipal Governance of Drenas remains committed to continuously working towards sustainable and inclusive development. Through investments in key areas such as infrastructure, agriculture, education, healthcare, social welfare, and youth culture, we aim to create new opportunities for citizens and businesses. A core value of our governance is transparency and accountability, ensuring that citizens are informed and involved in decision-making processes. We believe that institutional responsibility builds trust and helps improve services for everyone.



In our local economic development strategy for the 2025-2029 period, we have outlined three key objectives:

1. Continuously improving the environment for the private sector and encouraging the steady development of enterprises and the local economy.
2. Empowering citizens to participate in decision-making and benefit from improvements in education, healthcare, and social welfare.
3. Consistently enhancing transparency and accountability mechanisms, based on practices in local governance.

Drenas stands out among municipalities for its open and direct engagement with citizens. In this context, we will continue to publish detailed reports of projects and outcomes, increasing civic engagement and strengthening trust in our institutions.

I firmly believe that this strategic document will serve as a guide for sustainable economic development and the creation of new opportunities for everyone.

Respectfully,

**Ramiz Lladrovci**

Mayor of Municipality of Drenas

## 1. Executive Summary

The Local Economic Development Strategy of the Municipality of Drenas aims to transform the local economy and improve the welfare of its citizens. This involves creating favorable conditions for businesses, enhancing infrastructure, education, healthcare services, and developing human resources, which will serve as the main pillars for achieving these goals.

The Local Economic Development Strategy for the Municipality of Drenas seeks to create a business-friendly environment and strengthen the service sector, as well as small and medium enterprises. The main objective is to establish an economic environment that supports investments, job creation, environmental preservation, and improved well-being for residents.

The general objectives for the development of the Municipality of Drenas over the next five years encompass several key areas aimed at improving the quality of life and economic development of this municipality:

1. **Sustainable Local Economic Development:** The strategy aims to foster economic diversification, attract new investments, and promote entrepreneurship with a focus on digitalization and innovation. By improving infrastructure, it seeks to increase employment and enhance the well-being of the citizens of the Municipality of Drenas.
2. **Improvement of Access to and Quality of Health and Social Services:** Expanding medical and social services, enhancing healthcare infrastructure, and strengthening the capacities of healthcare and social personnel to provide modern services in these sectors.
3. **Improvement of Educational Quality:** Increasing equal access for all students to better prepare future generations for the challenges of the labor market and society. This includes modernizing infrastructure, equipping with advanced technology, and supporting the professional development of teachers. Establishing partnerships with local businesses and enhancing community and family engagement in education.
4. **Increased Agricultural Production:** Diversifying agricultural production by expanding cultivated areas, increasing variety, and improving the value chain of agricultural products. This includes reactivating existing irrigation systems and expanding irrigated land.
5. **Promotion of the Development of the Services, Tourism, and Cultural and Historical Heritage Sectors:** Supporting rural and agrotourism development, traditional activities, fairs, and events that attract tourists and highlight local traditions and culture. Establishing dedicated spaces for exhibitions and other



events showcasing the municipality's history and cultural heritage, including displays of historical artifacts, photographs, and documents.

## **2. Introduction**

**The Local Economic Development Strategy of the Municipality of Drenas 2025-2029** aims to create a clear vision and serve as a guide for economic growth and the enhancement of citizen welfare over the next five years. This strategy is developed with diverse resources, inclusive participation of stakeholders, and a focus on social inclusion and the sustainable use of natural and human resources. It represents an integrated approach to addressing contemporary economic challenges and maximizing the potential of the Municipality of Drenas.

Through this document, the Municipality of Drenas will focus on the development of several key economic sectors, such as the private sector, agriculture, and services, creating a favorable environment for investment and innovation. The strategy also places special emphasis on preserving cultural heritage and fostering sustainable development to raise the standard of living and improve public infrastructure.

The objectives and action plan section outlines a vision for equitable development. It emphasizes gender equality, inclusion of marginalized groups, and improved access to education, healthcare, social services, and infrastructure.

This strategy represents a shared commitment by local authorities and the community to build a secure and sustainable future for the Municipality of Drenas.

The strategy development was led by a Working Group established by the Mayor, comprising representatives from all directorates, business representatives, civil society, and professionals from various fields relevant to the Municipality of Drenas.

The formulation of the strategy was supported by the consulting company "D&D Business Support Center" based in Pristina, which assisted in structuring and drafting the strategy. This inclusive approach ensures that the strategy is well-thought-out and reflects the needs and aspirations of all stakeholder groups within the municipality.

Relevant documents used in developing the strategy include laws on local economic development, national strategies, sectoral strategies of the Municipality of Drenas, and other resources.

#### Relevant Documents and Strategies Consulted:

The **National Development Plan 2030** is a strategic document that outlines the vision, priorities, and objectives for economic, social, and environmental development in the Republic of Kosovo until 2030. This plan aims to create a foundation for sustainable growth, improve citizens' well-being, and advance the country's overall development.

The **Local Self-Government Strategy of the Republic of Kosovo 2016-2026** is a key strategic document aimed at strengthening local self-governance and enhancing the provision of public services at the municipal level. This strategy seeks to increase municipal autonomy, strengthen institutional capacities, and ensure more responsible and transparent governance.

The **National Program for Local Economic Development 2024-2030** seeks to improve economic development at the local level in the Republic of Kosovo, focusing on enhancing municipalities' capacities to create favorable environments for investments and improving citizens' welfare. This program defines policies and measures to be implemented from 2024 to 2030 to increase local competitiveness, foster business growth, and improve local infrastructure.

The **Medium-Term Expenditure Framework (MTEF) 2024-2026** is a medium-term budget planning document for the Republic of Kosovo that sets the main guidelines for allocating and managing financial resources for the period 2024-2026. MTEF is an essential tool for defining government priorities and ensuring the efficient and sustainable use of public resources. This framework links developmental policies with budgetary realities supporting decision-makers in strategic planning.

Relevant laws governing issues related to local self-governance and local economic development were also consulted, including:

- Law on Local Government Finance No. 03/L-049, 2008.
- Law No. 04/L-045 on Public-Private Partnerships.
- Law on Local Self-Governance /No. 03/L-040.
- Statute of the Municipality of Lipjan No.110-78095, 24.01.2021.
- Law No. 06/1-092 on the Use and Exchange of Immovable Municipal Property.

### **3. Methodology**

The formulation of the Local Economic Development Strategy for the Municipality of Drenas for the 2025–2029 period was conducted with the involvement of all stakeholders, following the guidelines provided by the Ministry of Local Government Administration in the directive for preparing a local economic development strategy.

The first step was the establishment of the working group, formed by the Mayor of the Municipality. In addition to three working group meetings, introductory sessions were held with all municipal directorates, during which the current situation and specific challenges of each sector were thoroughly discussed to outline future development priorities.

A comprehensive analysis of the existing economic situation was conducted, covering the main sectors of the economy: agriculture, industry, education, healthcare and social welfare, infrastructure, public services, youth, tourism, and cultural heritage. Key economic resources, potentials, and existing challenges were identified.

During this process, data collection and statistical analysis were conducted on key areas such as the labor market, investments, natural resources, infrastructure, and social and demographic indicators.

Additionally, existing documents, such as the municipal development plan, central-level strategies, and documents related to local economic development and relevant legislation, were analyzed during this phase.

Based on this inclusive approach and accurate data from strategic analyses, this strategy provides a solid foundation to ensure the long-term success of local economic development in the Municipality of Drenas.

#### **4. Mission**

In line with the principles of transparent and accountable governance, the Municipality of Drenas is committed to fostering sustainable economic development and delivering efficient, high-quality public services. These include improvements in education, healthcare, and social welfare. Through close collaboration with the community and the private sector, the municipality will promote a safe and sustainable environment by leveraging natural and cultural resources while increasing citizen participation in decision-making. This approach aims to promote a higher quality of life and ensure equal opportunities for every resident.

#### **5. Vision**

To become a developed municipality with a sustainable economy, modern infrastructure, efficient public services, and a high quality of life for all citizens.

## 6. Background and Situation Analysis

### 6.1. History and Geographical Scope

The Municipality of Drenas was established before World War II as a distinct social, political, and administrative unit. Until the post-conflict years, economic development was slow, mainly due to insufficient support from central levels. The first efforts towards more accelerated development of the municipality began in the 1970s. In 1981, Drenas gained city status, becoming a central administrative, cultural, and social hub for the municipality<sup>1</sup>.

The municipality has undertaken steps toward gradual but sustainable transformation in the economic, agricultural, educational, healthcare, and industrial sectors. A significant economic shift occurred with the construction of the "Feronikeli" industrial complex in 1984, which contributed to improving the local economy and brought Drenas closer to the average economic development level of the Republic of Kosovo.

After the last conflict, conditions for the overall development of the municipality changed drastically in a highly favorable manner. These changes enabled substantial improvements across all development aspects, including the economy, industry, and urban and rural infrastructure, to meet future needs.

The **Territory of the Municipality of Drenas** is located in the central part of Kosovo, in the Drenica Valley, 32 km from Pristina. It lies between the Kosovo Plain and the Dukagjini Plain, serving as a connecting bridge between these two regions.

The Municipality of Drenas covers an area of 275.63 km<sup>2</sup>, with an altitude ranging from 575 meters at its lowest point to 1072 meters at its highest point.

Drenas is bordered by the Berisha Mountains to the southwest, Kosmaq Mountains to the west, Qyqavica to the north, and Golesh and Lipovica (Blinaja) to the southeast. These mountains span both sides of the Drenica River Valley. Regarding neighboring municipalities, it borders the Municipality of Skenderaj to the north, Vushtrri to the northeast, Obiliq and Fushe Kosova to the east, Lipjan to the southeast, Malisheva to the southwest, and Klina to the west.

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<sup>1</sup> PZHK

## PHYSICAL-GEOGRAPHICAL POSITION OF THE MUNICIPALITY OF DRENAS



### LEGEND

- Residential Area
- National Road
- ▭ Cadastral Areas
- ▭ Neighboring Municipalities
- Regional Road
- Highway Road
- ▭ Municipal Border

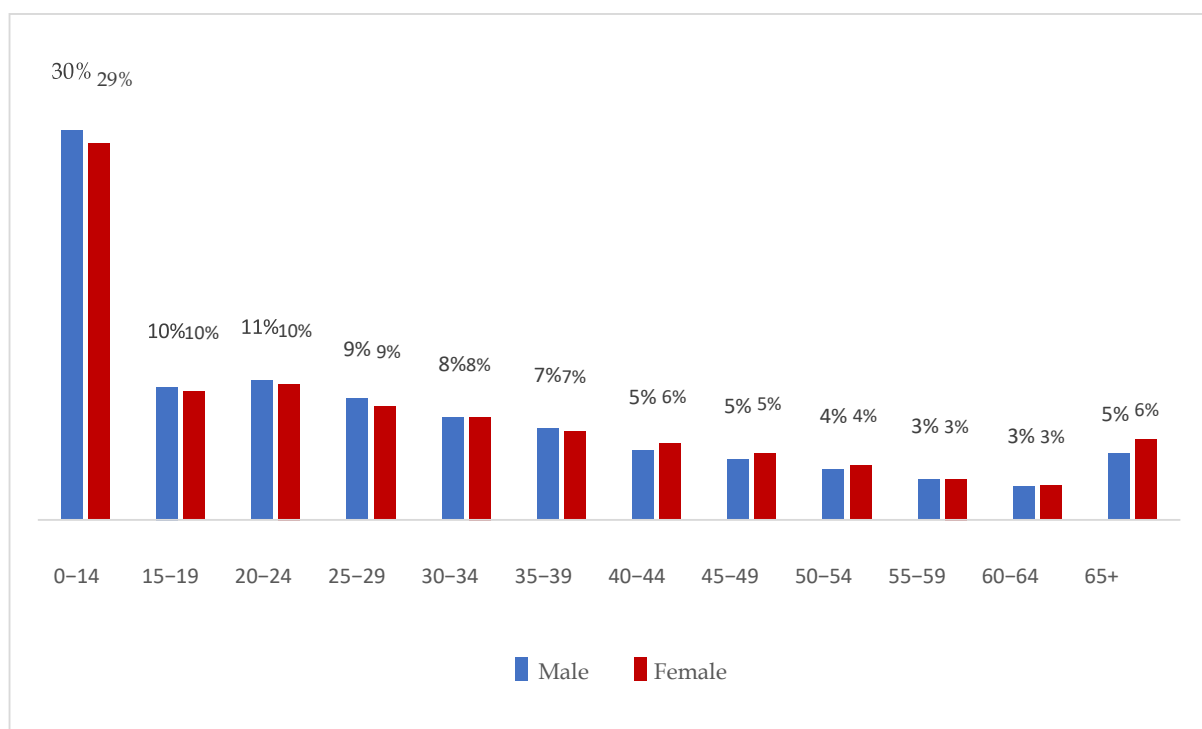
Author:  
Msc.Besart Bajrami  
Senior Officer për GIS  
Municipality of Drenas

The Municipality of Drenas has a temperate continental climate, characterized by cold winters and warm summers. The average annual temperature is 10.6°C, with January being the coldest month at 0.8°C, and July the warmest at 20.6°C. The average annual precipitation is approximately 670 mm. The altitude ranges from 500 to 650 meters above sea level, with about half of Drenas's territory located at around 650 meters, an altitude well-suited for agricultural development.

## 6.2. Municipality Demography

Based on the 2011 population assessment, the population of the Municipality of Drenas was 58,531 residents, of which 51% were male and 49% female.

Figure 1. Population by Gender and Age Group in %



Based on the graph presented above, the young age group (0-14 years) comprises 29.5% of Drenas's population, the 15-64 age group accounts for 64.8%, and those over 65 years make up about 5.6% of the total population. This indicates that the 15-64 age group dominates the overall population.

Most births take place at QKUK in Pristina. In the maternity unit within the Municipality, a total of 9 births occurred in 2022, with 5 male and 4 female babies. In 2023, there were 3 births: 1 male and 2 female.

Household Size – The average family size in the city is smaller than in other settlements within the municipality. In the city, families average 5.9 members, while at the municipal level, the average is 6.7 members.

According to the 2011 population census, the population density in the Municipality of Drenas is about 212 residents per km<sup>2</sup>, which is above the national average of 165 residents per km<sup>2</sup>. In larger settlements, population density is much higher, while in smaller settlements, it is significantly lower.

The highest population density is found in the city of Drenas, with an average of approximately 1,651 residents per km<sup>2</sup>. Other settlement densities include Komoran (389.5 residents/km<sup>2</sup>), New Çikatova (363.1 residents/km<sup>2</sup>), Nekoc (301.3 residents/km<sup>2</sup>), and Gllabar (300.4 residents/km<sup>2</sup>). Settlements with the lowest population densities are Vasileva (65.7 residents/km<sup>2</sup>), Gradiça (68.7 residents/km<sup>2</sup>), and Vucak (80.4 residents/km<sup>2</sup>).

Table 1. Settlements in the Municipality, 2018 (Population Data from 2011 Census)

| Settlements       | Type (Urban/Rural) | Population (no.) | Area (km <sup>2</sup> ) | Density (no./km <sup>2</sup> ) |
|-------------------|--------------------|------------------|-------------------------|--------------------------------|
| Abri e Eperme     | Rural              | 1776             | 12.10                   | 146.77                         |
| Arllat            | Rural              | 3134             | 13.13                   | 238.78                         |
| Baice             | Rural              | 2307             | 11.51                   | 200.40                         |
| Çikatov e Re      | Rural              | 2026             | 5.59                    | 362.53                         |
| Çikatov e Vjeter  | Rural              | 1261             | 6.67                    | 189.05                         |
| Dobroshec         | Rural              | 1457             | 13.03                   | 111.79                         |
| Domanek           | Rural              | 706              | 3.14                    | 224.74                         |
| Fushtic e Epërme  | Rural              | 984              | 4.56                    | 215.79                         |
| Fushtic e Ulet    | Rural              | 1066             | 6.14                    | 173.74                         |
| Gllabar           | Rural              | 1526             | 5.09                    | 299.90                         |
| Gllanaselle       | Rural              | 1591             | 10.59                   | 150.22                         |
| Drenas            | Urban              | 6143             | 3.72                    | 1650.28                        |
| Godanc            | Rural              | 358              | 3.72                    | 96.27                          |
| Gradice           | Rural              | 842              | 12.26                   | 68.67                          |
| Kishnarek         | Rural              | 1504             | 6.60                    | 227.71                         |
| Komoran           | Rural              | 4393             | 11.29                   | 389.04                         |
| Korrotic e Epërme | Rural              | 1240             | 8.50                    | 145.97                         |
| Korrotic e Ulet   | Rural              | 972              | 4.13                    | 235.56                         |
| Krajkove          | Rural              | 1181             | 7.49                    | 157.75                         |
| Likoshan          | Rural              | 600              | 4.56                    | 131.45                         |
| Llapushnik        | Rural              | 3433             | 15.24                   | 225.21                         |
| Negroc            | Rural              | 1540             | 10.08                   | 152.84                         |
| Nekoc             | Rural              | 3118             | 10.36                   | 300.87                         |
| Poklek            | Rural              | 1967             | 6.98                    | 281.88                         |
| Polluzh           | Rural              | 1017             | 4.18                    | 243.11                         |



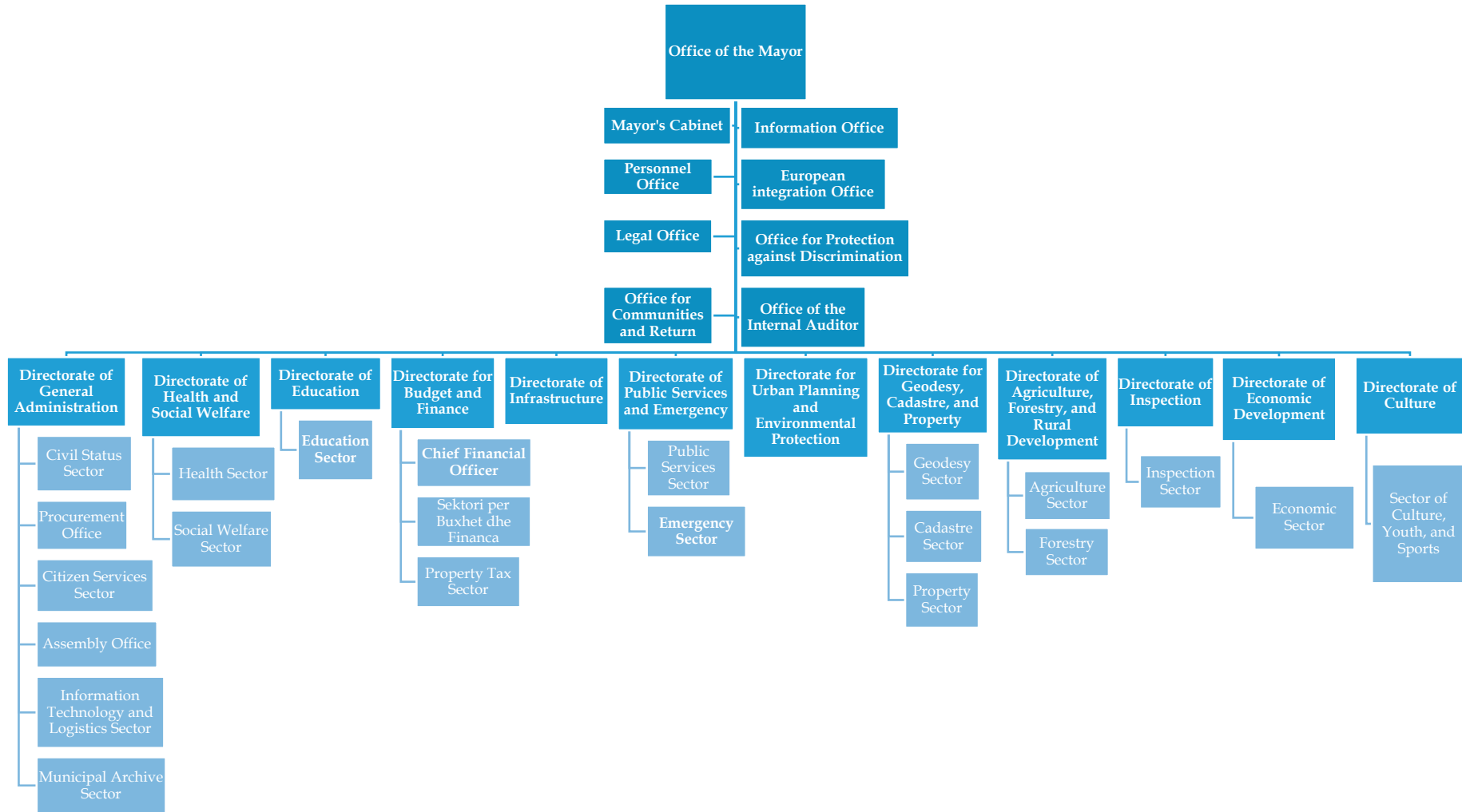
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|----------------------|-------|--------------|---------------|--------|
| <b>Sankoc</b>        | Rural | 1437         | 13.98         | 102.78 |
| <b>Shtrubullov</b>   | Rural | 1102         | 2.79          | 394.49 |
| <b>Shtutic</b>       | Rural | 934          | 4.63          | 201.52 |
| <b>Terdec</b>        | Rural | 1121         | 8.40          | 133.41 |
| <b>Terstenik</b>     | Rural | 3903         | 15.63         | 249.79 |
| <b>Vasilev</b>       | Rural | 634          | 9.66          | 65.61  |
| <b>Verboc</b>        | Rural | 1247         | 8.00          | 155.89 |
| <b>Vuçak</b>         | Rural | 369          | 4.59          | 80.40  |
| <b>Zabel i Eperm</b> | Rural | 565          | 4.52          | 125.06 |
| <b>Zabel i Ulet</b>  | Rural | 1077         | 3.12          | 345.05 |
|                      |       | <b>58531</b> | <b>275.99</b> |        |

### 6.3. Administration of the Municipality

The administration of the Municipality of Drenas is organized into 11 directorates, covering various sectors according to their respective fields. Additionally, the Mayor's Cabinet includes 7 different offices that assist in the work of the mayor and the administration of the municipality.

For further details, see Figure 2

Figure 2. Administration of the Municipality of Drenas



In the administration of the municipality, a total of 181 officials are employed, including political staff and firefighters.

Of this total, 80 are women, and 17 are individuals with special needs.

The total number of officials appointed to political positions is 19, some of whom are women.

Table 2. Municipal staff by departments

| Departament                                   | Total staff | Gender     |           |
|---|-------------|------------|-----------|
|   |             | M          | F         |
| Planning and Economic Development             | 8           | 0          | 8         |
| Inspectorate                                  | 9           | 7          | 2         |
| Education                                     | 11          | 6          | 5         |
| Agriculture                                   | 5           | 2          | 3         |
| Budget and Finance                            | 16          | 8          | 8         |
| Publiv Services and Emergency                 | 24          | 21         | 3         |
| General Administration                        | 40          | 19         | 21        |
| Health and Social Care                        | 18          | 8          | 10        |
| Public Infrastructure                         | 6           | 4          | 2         |
| Planning, Urbanism and Environment Protection | 8           | 3          | 5         |
| Culture, Youth and Sports                     | 13          | 9          | 4         |
| Cadastre, Geodesy and Property                | 8           | 5          | 3         |
| Mayor's Office                                | 15          | 9          | 6         |
| <b>Total</b>                                  | <b>181</b>  | <b>101</b> | <b>80</b> |

#### 6.4. Economy and Employment

The development of the private sector in the Municipality of Drenas, particularly Small and Medium Enterprises (SMEs), has been essential for local economic growth, especially in job creation. This sector has primarily been supported by various donors, while the municipality has mainly contributed by providing various facilities and support. Naturally, the establishment and operationalization of the Business Park have impacted the increase of both domestic and foreign investments, further contributing to the creation of new jobs.

### 6.4.1. Economic Zones in Drenas

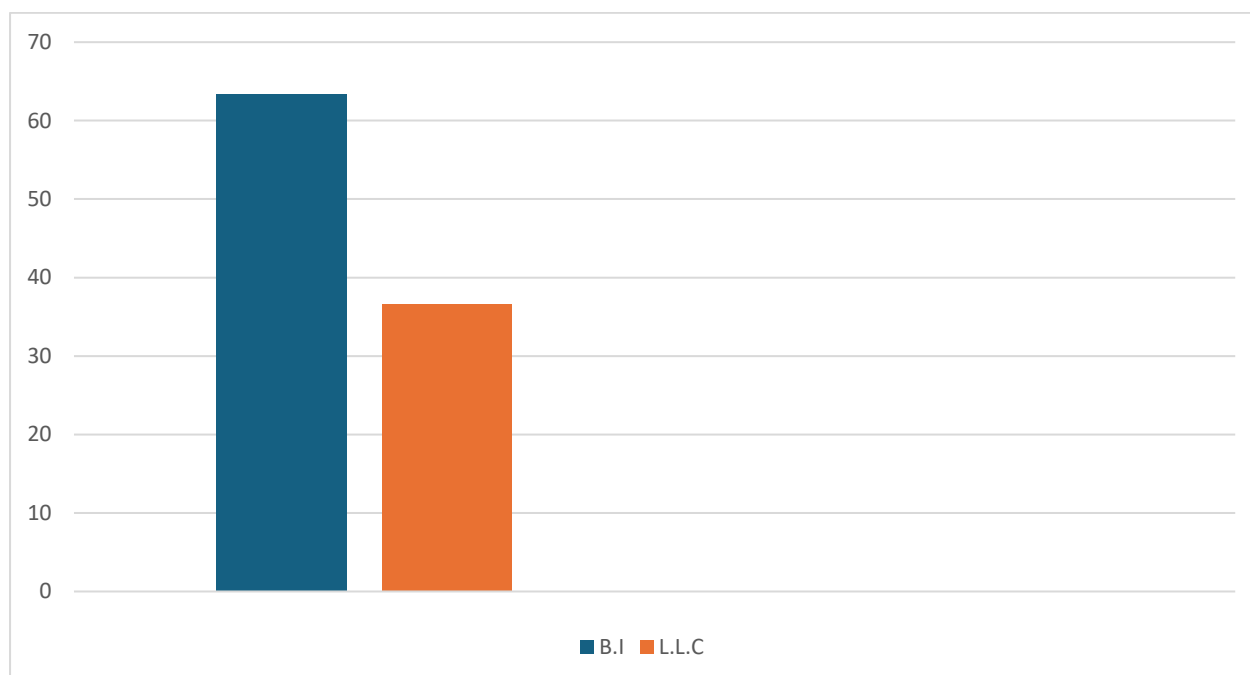
The Industrial Zone in Drenas is located at the 16th kilometer of the Pristina - Peja road, opposite the Drenas Business Park, and these areas are expected to become an integrated unit in the future. The zone will provide land with infrastructure, a regulatory plan, and urban planning. The management of the zone will comply with the Law on Economic Zones.

The Drenas Business Park (DBP) is located in the village of Korreticë e Eperme in Drenas, located at the 16th kilometer of the Pristina - Peja highway. It covers an area of 24 hectares, divided into 56 units of various sizes: 43 parcels with areas up to 3000 m<sup>2</sup>, 7 parcels with areas between 3000 and 6000 m<sup>2</sup>, and 6 parcels with areas over 6000 m<sup>2</sup>. This land area has been allocated by the municipality of Drenas and funded by the Budget of the Republic of Kosovo.

### 6.4.2. Businesses by Type of Registration

By the end of 2023, there are 2,314 active registered businesses in the Municipality of Drenas, of which 1,470, or 63.4%, are sole proprietorships, while 844, or 36.6%, are Limited Liability Companies (LLCs) and other business types.

Figure 3. Businesses by type of registration (Business Registration Center in Drenas)



These businesses influence economic development, create new jobs, and contribute to economic growth and prosperity under a favorable legal and institutional framework that enables a free market and fair competition.

Of the active businesses based in the Municipality of Drenas, 30.60% are in sector G - Wholesale and Retail Trade, 17.81% in sector F - Construction, 12.58% in sector C -

Manufacturing Industry (Production), 6.52% in sector S – Other Service Activities, and 6.18% in sector I – Hospitality and Accommodation.

**Table 3. Number of Businesses by activity**

| <b>Active Businesses by Sector</b>  | <b>NUMRI</b> | <b>PËRQINDJA</b> |
|---|--------------|------------------|
| SECTOR A – AGRICULTURE, FORESTRY AND FISHING                                    | 124          | 5.35             |
| SECTOR B – MINING AND QUARRYING (EXTRACTIVE INDUSTRY)                           | 5            | 0.22             |
| SECTOR C – MANUFACTURING INDUSTRY   | 290          | 12.53            |
| SECTOR D – ELECTRICITY, GAS, STEAM. AND AIR CONDITIONING                        | 5            | 0.22             |
| SECTOR E – WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT, AND TREATMENT ACTIVITIES   | 10           | 0.44             |
| SECTOR F – CONSTRUCTION   | 413          | 17.84            |
| SECTOR G – WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES | 708          | 30.59%           |
| SECTOR H – TRANSPORTATION AND STORAGE   | 91           | 3.94%            |
| SECTOR I – ACCOMMODATION AND FOOD SERVICE ACTIVITIES                            | 144          | 6.22%            |
| SECTOR J – INFORMATION AND COMMUNICATION  | 55           | 2.38%            |
| SECTOR K – FINANCIAL AND INSURANCE ACTIVITIES                                   | 2            | 0.09%            |
| SECTOR L – REAL ESTATE ACTIVITIES   | 5            | 0.22%            |
| SECTOR M – PROFESSIONAL, SCIENTIFIC, AND TECHNICAL ACTIVITIES                   | 106          | 4.58%            |
| SECTOR N – ADMINISTRATIVE AND SUPPORT SERVICES                                  | 92           | 3.98%            |
| SECTOR O – PUBLIC ADMINISTRATION AND DEFENSE                                    | 2            | 0.08%            |
| SECTOR P – EDUCATION  | 23           | 0.99%            |
| SECTOR Q – HUMAN HEALTH AND SOCIAL WORK ACTIVITIES                              | 56           | 2.42%            |
| SECTOR R – ARTS, ENTERTAINMENT, AND RECREATION                                  | 32           | 1.38%            |
| SECTOR S – OTHER SERVICE ACTIVITIES   | 151          | 6.53%            |
| <b>TOTAL</b>  | <b>2314</b>  | <b>100%</b>      |

Trade remains the largest sector with 30.60%, followed by construction at 17.81% and manufacturing (production) at 12.58%.

### 6.4.3. Trade

Trade remains the largest sector with 30.60%, followed by construction at 17.81%, and manufacturing (production) at 12.58%.

Figure 4. Trade Businesses

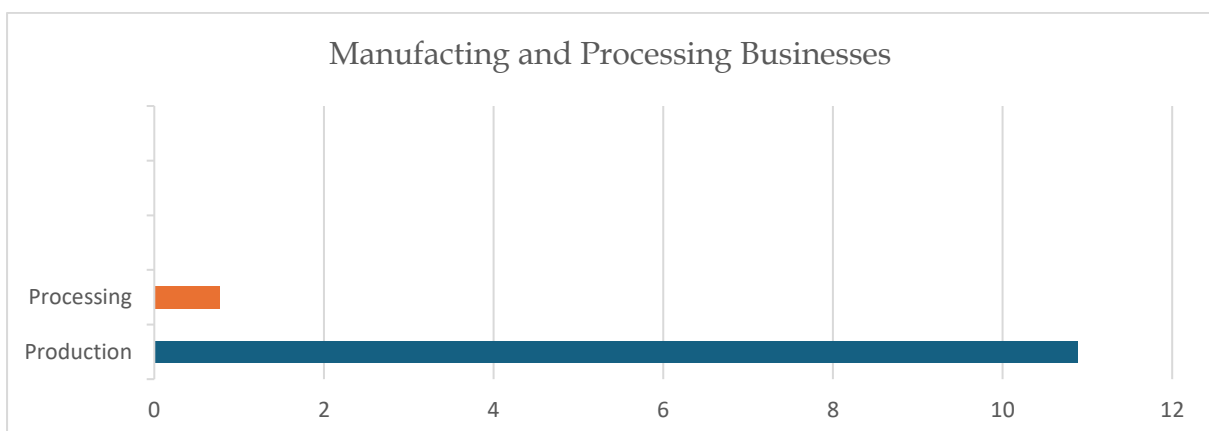


The retail trade sector, with 593 businesses, significantly exceeds the wholesale trade sector, which has 115 businesses. As shown in the graph above, the number of businesses engaged in retail trade is significantly higher. This sector manages to employ about 16.48% of the workforce, approximately 12% more than the wholesale trade sector.

### 6.4.4. Production and Processing

The production sector in the Municipality of Drenas consists of a total of 240 active manufacturing businesses and 18 processing businesses. Of these, 13.10% are involved in the production of bread, buns, and fresh pastries, while 9.3% focus on producing plastic items for construction. In terms of employment, the bread, buns, and fresh pastries production sector, together with the plastic construction items production sector, accounts for approximately 15.62% of employment in this sector.

Figure 5. Manufacturing and Processing Businesses



Although the Municipality of Drenas has a high number of registered and active farmers, the number of active businesses in Sector A – Agriculture, Forestry, and Fishing is currently 124.

#### **6.4.5. Challenges of the Private Sector in Drenas**

The private sector in Drenas faces several challenges that impact the development and competitiveness of local businesses. These challenges can be categorized into several key areas:

Many private businesses struggle to secure financing or loans under favorable terms, affecting the expansion of investments and the development of new businesses. Even when businesses manage to obtain loans, high-interest rates make it difficult for them to survive and grow in a competitive environment.

Many educated young people leave Drenas in search of better opportunities in larger cities within the country or abroad, creating a significant gap in the workforce and innovation.

Local businesses face intense competition from cheaper imported products, impacting sales and the sustainability of local businesses.

Small and medium-sized enterprises in Drenas struggle to access international markets due to a lack of resources and knowledge about foreign markets.

They face challenges in certifying their products and companies according to quality standards such as ISO 9001:2015, ISO 14001, ISO 22000/HACCP, ISO 27001, and CE marking.

Support for innovation and continuous improvement is needed, especially in sectors requiring technological advancements.

Meeting ecological compliance standards and environmental protection requirements is a challenge for many businesses, affecting their capacity to export or increase sustainability.

These challenges present an obstacle to the full development of the private sector in Drenas. However, with well-planned strategies and institutional support, there is significant potential for sustainable growth and development.

#### **6.4.6. Employment Situation**

According to the 2022 Labour Force Survey (LFS) results, the national unemployment rate is 12.6%. Based on the same source, the employment rate was 2.7% higher than in the previous year. The percentage of employed men was 3.5% higher than the previous year, while the percentage of employed women was 1.9% higher.

As with the unemployment rate, the Labour Force Survey (2017) does not provide data on the employment level at the municipal level. Obtaining approximate employment

figures for the Municipality of Drenas, as well as for other municipalities in the country, remains challenging.

In the Employment Office in Drenas, according to the Statistical Report of the Employment Management Information System (EMIS) – APRK, a total of 204 job seekers were registered during the period from 01.01.2023 to 31.12.2023, of whom 148 were women and 56 were men. The parameters show the following: Unemployed status, total 199, of which 146 were women and 53 were men.

In the period from 01.01.2024 to 30.06.2024, the Employment Office in Drenas registered 63 job seekers in EMIS, of whom 50 were women and 13 were men.

The unemployed status totals 58, with 47 women and 11 men.

It is evident that not all unemployed individuals register as unemployed at employment offices. Due to the lack of data specific to the Municipality of Drenas regarding the registered number of job seekers, and to proportionally determine the representation of individuals from Drenas within the Pristina region, some demographic and employment data from municipalities within the Pristina region can be used for comparison.

**Table 4. Registered Job Seekers by Regions**

|                  | <b>2014</b>   | <b>2020</b>   | <b>2021</b>   | <b>2022</b>   |
|------------------|---------------|---------------|---------------|---------------|
| <b>Gjakova</b>   | 14,956        | 17,178        | 7,028         | 6,372         |
| <b>Gjilan</b>    | 31,259        | 15,429        | 6,300         | 6,807         |
| <b>Mitrovica</b> | 56,026        | 29,948        | 19,497        | 18,348        |
| <b>Peja</b>      | 19,598        | 16,227        | 10,053        | 10,325        |
| <b>Prizren</b>   | 49,794        | 30,377        | 10,180        | 10,059        |
| <b>Pristina</b>  | <b>70,452</b> | <b>44,075</b> | <b>20,945</b> | <b>21,588</b> |
| <b>Ferizaj</b>   | 32,402        | 15,746        | 8,039         | 7,276         |
| <b>Total</b>     | 274,487       | 168,980       | 82,042        | 80,775        |

Source: ASK, 2023

During 2023, no individuals with disabilities registered at the Employment Office in Drenas.

When individuals with disabilities register as job seekers to receive services from the Employment Office, they must declare their disability and provide medical documentation to verify it. We then register them in our Employment Office (EO) system.



## 6.5. Education

In the Municipality of Drenas, there are 33 educational institutions organized across three levels of pre-university education.

**Preschool Education:** There is one main public preschool institution located in Drenas, with two satellite classes in Komoran and Çikatova e Re, offering full-day attendance. Preparatory classes for preschool are included in all public pre-university educational institutions in the Municipality of Drenas. Across the municipality, a total of 687 children aged 5 to 6 were enrolled in the last year.

**Primary and Lower Secondary Education:** There are 30 institutions in primary and lower secondary education, with a total of 7,878 students

The Municipality of Drenas ensures the inclusion of children of school age according to pre-university education laws. In the past year, a total of 800 students enrolled in the first grade.

**Upper Secondary Education:** In the two upper secondary schools, there are 2,248 students enrolled.

The total number of students across all levels is 10,641.

The total staff in educational institutions is 950, of whom 746 are teachers, while the remaining are administrative and technical support staff.

Like other regions in the country, the Municipality of Drenas has seen a significant decline in student numbers due to migration and other demographic issues.

From the 2019/2020 school year to the 2023/2024 school year, there has been an 11% decline in student numbers, with an average annual decrease of 2.80%.

**Gender Ratio:** From the 2020–2024 school years, male enrollment in vocational schools has been over 39% lower than female enrollment.

**Teacher-Student Ratio:** The ratio remains within average levels compared to the national average in Kosovo, with 1/16.3 in upper secondary education, 1/14.3 in preschool, primary, and lower secondary education, and 1/8.2 in preschool education.

**Academic Preparation of Teaching Staff:** In Drenas schools, of the 750 teachers, 66.40% hold a Bachelor's degree, 29.37% hold a Master's degree, and 4.23% have completed higher education (non-degree qualifications).

Of the 33 public educational institutions in the Municipality of Drenas, 26 operate in two shifts, 6 operate in a single shift, and 1 preschool institution offers full-day attendance.

Regarding the average number of students per class, it varies from school to school, but the municipal average is 14.18 students per class.

At educational levels 1 and 2, the home-to-school travel distance for students is up to two kilometers.

The physical infrastructure of the schools is assessed to be in good basic condition and comparable to that of neighboring countries in supporting modern teaching and learning practices.

#### **6.5.1. Education and Administration Management**

Schools have established governing councils, professional groups, parent councils, student councils, student groups for extracurricular activities, teams to prevent school dropouts, and internal self-assessment teams.

It is essential to increase the effectiveness of these councils by building their capacity for their roles and functions. Regarding school managers, as required by the current legal framework, they have completed professional training and leadership development programs for their roles.

In addition to collaborating with local institutions, the Directorate of Education has consistently worked with various organizations, both local and international, to ensure the training of school managers, teachers, and educators according to needs. The education sector in the Municipality of Drenas has been supported by programs from the Fulbright Association – Community Colleges Chapter, Caritas, the EU Office, and others.

Professional capacities have been developed for monitoring the implementation of action plans in schools; however, further support and strengthening are still needed.

#### **6.5.2. Quality Assurance**

In November 2023, the Municipal Directorate for Education developed the Preschool Education Development Strategy for the Municipality of Drenas for the 2024/2025–2028/2029 period. This strategy aims for high-quality, inclusive, and advanced education that aligns with contemporary times and technological advancements, ensuring that education meets the dynamic developments locally and globally.

Given the era of significant changes, the Municipality of Drenas – Directorate of Education will strengthen the administration, management, and leadership of the accelerated development process of pre-university education.

So far, the Municipality of Drenas is distinguished for its successful administration, management, and leadership and serves as a model for advanced changes in education, training, and preparation of new generations.

The accelerated transformations in pre-university education will ensure that, by the 2024/2025 school year, all institutions will be upgraded to 21st-century educational and training institutions, implementing innovations in planning, supervision, monitoring, administration, management, and leadership. These changes will also

enhance the work of professional bodies (teacher councils, professional groups, student councils, educational groups, classes, parallel classes, and class mentors) and professional services (pedagogical, psychological, quality offices, libraries and media centers, speech therapy, and health services).

To align skills with the labor market, the Directorate of Education, in cooperation with the Regional Employment Office and the vocational school, conducts periodic labor market needs assessments. Based on the findings and conclusions, they review existing study directions and create new DUAL learning paths (employment and self-employment opportunities for young people) that match labor market needs.

The vocational school has partnerships and agreements with local and international businesses to facilitate skill development and career orientation for students, according to labor market demands.

The implementation of the Curriculum Framework also requires providing schools with capital investments, goods, and services.

- Based on the data presented below, it is evident that the municipality has made significant efforts (within financial capabilities) to equip schools with the necessary technological, laboratory, library, and physical education infrastructure:
- 32 public pre-university educational institutions are equipped with ICT laboratories.
- 32 public pre-university educational institutions have science laboratories.
- 32 public pre-university educational institutions have libraries.
- 8 public pre-university educational institutions have sports halls.
- 32 public pre-university educational institutions have sports fields.

## **6.6. Infrastructure**

### **6.6.1. Public Infrastructure**

The Municipality of Drenas is centrally located in the Republic of Kosovo. This position allows all settlements within the municipality to have close road connections to the city and provides Drenas with an advantage through good connections with all other municipalities in the Republic of Kosovo.

According to the ARIS Road Register System at the municipal level, the total length of the road network is 570.20 km, of which 512.5 km are local roads, 35.4 km are regional roads, 19.53 km are national roads, and 2.78 km are highways. (Note: The length of four-lane roads is calculated on only one side of the road).

The road infrastructure in the municipality is primarily two-lane, except for the Pristina–Peja national road, which spans 19.53 km, and the short segment of the

"Rruga e Kombit" highway, which spans 2.78 km; both are four-lane roads. The Pristina–Peja national road, the highway segment, and other national and regional roads serve as key nodes for road transport, and their condition is generally considered good.

The local road network extends for 512.5 km, of which 40.42 km (7.89%) are gravel roads and 472.058 km (92.10%) are paved. The local road network in the Municipality of Drenas connects to the national road network through the Pristina–Peja and Mitrovica–Lipjan roads. The main intersections in the municipality are in Komoran and at the entrance to Drenas, near the roundabout.

Local roads provide good connectivity between settlements in rural areas and the city of Drenas. These roads are mostly in good condition. Special attention should be given to road segments frequently traveled by children (home–school–home) and inter-village routes.

Noise pollution and dust are common issues resulting from the movement of heavy vehicles.

Of the 472.058 km of paved roads, 73.554 km are equipped with sidewalks, representing 15.58% of the total. It is essential to construct sidewalks on roads with high pedestrian traffic, especially for students.

#### **6.6.2. Infrastructure**

The Municipality of Drenas has a railway network with five railway terminals located in Dobroshec, Drenas, Damanek, Baicë, and Tërdec. There are three daily passenger services on the Fushë Kosovë – Drenas – Pejë line. The railway infrastructure is managed by the public company "INFRAKOS."

**Interurban passenger** transport includes a bus station with 12 parking spaces for buses and 24 parking spaces for taxis. The bus routes connect Drenas with Albania, the cities of Pristina, Malisheva, and Skenderaj, as well as with all settlements in Drenas in both directions. Transportation is primarily by bus (see appendix), though minibuses are also used in some villages.

#### **6.6.3. Waste Management in the Municipality of Drenas**

The Municipality of Drenas has developed a Municipal Waste Management Plan and Regulation, along with the objectives and activities planned for a 5-year period.

Based on data analysis from municipal reports and the operator responsible for municipal waste collection and transport, KRM "Pastrimi" JSC, Drenas operational unit, data on the amount of municipal waste collected during 2023 have been obtained.

S According to the report by KRM "Pastrimi," the total amount of waste collected from 7,447 served households, covering 58,531 residents, indicates that the generation of

municipal waste per resident in the Municipality of Drenas for 2023 is approximately 127 kg/resident/year.

The waste collection and transport service for the entire municipality is provided by KRM "Pastrimi" JSC, Drenas operational unit

**Household Waste Collection Coverage** by the end of 2023 in the Municipality of Drenas has reached 84.76%.

#### **6.6.4. Water Supply**

The construction of the existing water supply network has been accomplished through investments from various donors, the municipality, and citizen contributions. The water supply system in the Municipality of Drenas is managed by the operational unit of the regional water and sewerage company KRU "Pristina." There are a total of 12 settlements with full water supply coverage, 3 settlements with partial coverage, and 20 settlements without access to the water supply network.

Based on the population in these settlements, the water supply network serves 26,116 residents (44.6%), partially covers 6,481 residents (11.1%), while 25,934 residents (44.3%) remain without access to the water supply system. Water is supplied from the water treatment plant in the village of Çikëtova e Vjetër, which was built to supply industrial and drinking water to the Feronikel industrial complex. Due to a shortage of drinking water in this region, the plant also supplies the town of Drenas and some surrounding villages. The plant draws water from the artificial Ujmani Lake in the northern part of the Republic of Kosovo.

The municipality, in collaboration with donors, has invested in upgrading the pumping station in Çikëtova e Vjetër, as well as in expanding the water supply network and constructing two reservoirs in Gollbar at Pishat.

Although the water supply system covers less than half of the municipality's territory, areas with access face high water loss within the distribution system, estimated between 57% and 60%. These losses represent the difference between the amount of water produced and the amount billed. Key factors contributing to this high level of water loss include the aging water network, illegal connections, and inaccurate water measurements.

The portion of the population without access to the central water supply system is expected to receive service by the end of 2024 or early 2025, depending on the progress of fieldwork.

#### **6.6.5. Sewage System**

The sewage system in the Municipality of Drenas is a separated type, where the terrain configuration has played a dominant role in the distribution and layout of the sewage

network. The network is spread across specific points in neighborhoods and villages. All villages in the Municipality of Drenas have a primary sewage network installed.

"For settlements with a sewage network, all wastewater, without prior treatment, is initially discharged into the main collectors constructed from Polluzhë village towards Drenas along the Verbica riverbed, and from Nekoc village towards Drenas along the Drenica river. Currently, this wastewater flows into the Drenica river, thereby polluting the river, soil, and, naturally, the groundwater. The main collectors transporting sewage wastewater are HDPE pipes with diameters ranging from Ø 400 mm to 1000 mm."

The entire sewage network in the urban area is managed by the KRU "PRISTINA" company, while in villages, it is managed by a company contracted by the municipality. For rural areas, there is no information on sewage networks, as they are not managed by the 'Water Supply - Operational Unit of Water Supply' in Drenas.

**The stormwater drainage network** was constructed after the sewage system because it was organized to direct water towards the hydrographic network in the Municipality of Drenas. The stormwater network is entirely directed towards the Drenica river and other streams, such as Verbovci. The pipes are made of various materials, such as concrete, PVC, etc., with different dimensions.

Given the increase in construction over the past year (2022-2023), it is necessary to plan the reconfiguration of the network, installing pipes with larger diameters for both sewage and stormwater drainage. This is essential because the existing network in some parts of the city center does not meet the drainage requirements due to its aging infrastructure and pipe sections inadequate for the number of households.

#### **6.6.6. Energy**

The Municipality of Drenas is supplied with electricity from the Drenas Substation (NS 110/(10-20) kV), which has two 2x40 MVA transformers owned by KEDS, and is connected via a 220 kV transmission line.

Across the municipality, there are approximately 15,445 consumers in total, of which 13,139 are residential (households) and 2,036 are commercial (businesses).

#### **6.6.7. Telecommunications**

Three operators operate within the territory of the Municipality of Drenas: Vala, Telekomunikacioni i Kosovës (TK), and IPKO, providing fixed and mobile telephony, cable television, and internet within the urban area and all rural settlements. In many cases, telecommunications lines utilize KEDS's overhead network, specifically low-voltage poles, without prior planning. However, the current state of telecommunications infrastructure in the Municipality of Drenas is relatively good.

### 6.6.8. Public Spaces (Parks and Squares)

The Municipality of Drenas has identified 8 public spaces located in the city of Drenas: Fehmi Lladrovci Square; the City Park (where both the square and park are being redeveloped, with work expected to be completed by 2025); the New Municipal Park; the Old Municipal Park; the Green Area at the Apartment Complex (near the 5 blocks); the Green Area at the "Ardhmëria" Kindergarten; the Green Area at the New Artisan Center; and, in 2023, the park near Pishat in Gllobar is also being developed, with investments in the construction of walkways and additional planned improvements (public lighting, benches, trash bins, etc.). In total, there are 65.71 hectares of green spaces, which are regularly maintained.

The Municipality of Drenas includes designated spaces to accommodate vehicles – parking areas.

**The existing parking areas managed by the Municipality** include public spaces (squares and parks) and infrastructure capacities – parking spots.

### 6.7. Health and Social Welfare

The Municipality of Drenas has increased its commitment and projects to improve the health and welfare sector in Drenas. Improvements have primarily focused on constructing and renovating new family medicine institutions, providing new and modern medical equipment, and ensuring a regular supply of inventory. Similarly, efforts have been made in the field of Social Welfare, particularly in addressing temporary housing issues based on shelter needs.

Primary healthcare services for the citizens of the Municipality of Drenas are provided through:

- One (1) Main Family Medicine Center;
- Two (2) Family Medicine Centers; and
- Nine (9) Family Medicine Clinics in rural areas.

A total of 190 employees works at the Main Family Medicine Center (QKMF), of whom 52 are doctors/specialist doctors, including 12 specialist consultants, 127 nurses, 5 ambulance drivers, and 6 administrative staff.

Table 5. Number of Staff at the Main Family Medicine Center (QKMF)

|                             | <b>F</b>   | <b>M</b>  | <b>Total</b> |
|-----------------------------|------------|-----------|--------------|
| <b>No. of Doctors</b>       | 29         | 23        | 52           |
| <b>Nurses</b>               | 107        | 20        | 127          |
| <b>Administrative Staff</b> | 2          | 4         | 6            |
| <b>Drivers</b>              | 0          | 5         | 5            |
| <b>Total</b>                | <b>136</b> | <b>54</b> | <b>190</b>   |

Regarding the current condition of healthcare facilities in the Municipality of Drenas, out of a total of 12 healthcare facilities, 8 have been assessed to be in good condition, 1 in excellent condition, and 3 facilities are in poor condition due to insufficient space and lack of complete inventory as per administrative guidelines.

**Table 6. Healthcare Institutions, Location, Facility Condition, Space, and Inventory**

| <b>Institution</b>                 | <b>Location</b> | <b>Facility Condition</b> | <b>Space</b> | <b>Inventory</b> |
|------------------------------------|-----------------|---------------------------|--------------|------------------|
| Main Family Medicine Center (QKMF) | Drenas          | Good                      | Sufficient   | Functional       |
| Family Medicine Center (QMF)       | Komoran         | Good                      | Sufficient   | Functional       |
| Family Medicine Center (QMF)       | Terstenik       | Good                      | Sufficient   | Functional       |
| Family Medicine Ambulatory (AMF)   | Baicë           | Excellent                 | Sufficient   | Partially        |
| Family Medicine Ambulatory (AMF)   | Abri e Ep       | Good                      | Sufficient   | Partially        |
| Family Medicine Ambulatory (AMF)   | Gllanasellë     | Good                      | Sufficient   | Functional       |
| Family Medicine Ambulatory (AMF)   | Gradicë         | Poor                      | Insufficient | Partially        |
| Family Medicine Ambulatory (AMF)   | Dobroshec       | Poor, under renovation    | Insufficient | Partially        |
| Family Medicine Ambulatory (AMF)   | Vasilevë        | Poor                      | Insufficient | Partially        |
| Family Medicine Ambulatory (AMF)   | Arllat          | Good                      | Insufficient | Functional       |



|                                  |        |      |            |           |
|----------------------------------|--------|------|------------|-----------|
| Family Medicine Ambulatory (AMF) | Sankoc | Good | Sufficient | Partially |
| Family Medicine Ambulatory (AMF) | Nekoc  | Good | Sufficient | Partially |

Of the 12 healthcare facilities in the Municipality of Drenas, 8 have sufficient space for providing healthcare services, while 4 facilities need expanded working space.

Despite the extensive network of healthcare institutions, the number of visits to the Main Family Medicine Center (QKMF) remains high. In 2023, there were 190,578 visits, 353,233 services provided, and a total of 543,811 visits and services. In the first half of 2024, there were 85,983 visits, 191,625 services, and a total of 277,608 visits and services.

### **Center for Social Work**

In the municipality of Drenas, social services are provided through the Center for Social Work as well as social assistance. The PSC operates with a total of 11 employed officials, of which 4 are engaged in providing social services, 5 in social assistance, 1 financial officer and the PSC director.

#### **The Center for Social Work operates with two sectors:**

1. *Social Services Sector*
2. *Social Welfare Sector*

### **Social services sector**

The activity of Social Services of the Center for Social Work focuses mainly on the protection of these categories, but not only:

- Social protection of children and youth,
- Care and protection of children without parental care,
- Protection of children and young people with special needs and those with disordered behavior,
- Social protection of adults in a state of social need,
- Protection of adults with special needs,
- Protection of the elderly without family care and without means of livelihood,
- Care work, and
- Protection of the family in the realization of legal rights.

## **6.8. State of Agriculture in the Municipality of Drenas**

Agriculture is considered one of the most important sectors in the entire economy of the Municipality of Drenas. It is also one of the sectors that significantly impacts employment opportunities and income generation for households.

However, this sector has not received the necessary support until recent years, as most large projects have not been included in their activity plans, with a primary focus on the more “recognized agricultural regions.” In recent years, thanks to increased support from central and local institutions, as well as investments from farmers, this sector is gradually improving.

The Municipality of Drenas has an area of 27,563.00 hectares, of which 14,389.00 hectares are agricultural land; of this, 5,600 hectares are under irrigation, and 11,200 hectares are forested land.

The altitude varies from 500 to 650 meters above sea level. Approximately 46% of the municipality’s territory lies at around 650 meters above sea level, an altitude suitable for agricultural production. The highest point is 1,072 meters.

The flat area of the municipality, particularly the valley along the “Drenica” river, has the potential for intensive agricultural development. The “Drenica” river, the Ibër-Lepenc irrigation canal, and the Verboc river are significant factors for agricultural development.

The climatic conditions are suitable for cultivating most agricultural crops.

Agriculture in the Municipality of Drenas is characterized by efforts to transition from subsistence farming to semi-commercial and commercial agriculture.

Most families own relatively small land areas (1 to 2.5 hectares), which, in most cases, are divided into several parcels. This factor limits the application of modern technologies.

Arable land has been subject to uncontrolled degradation, though to a lesser extent than in other municipalities. The unplanned construction of houses and other accompanying structures (which could be built on less fertile land) has continuously reduced the agricultural land area.

Farmers often face challenges in finding stable markets to sell their products, forcing them to sell at low prices. This situation results from a lack of knowledge among farmers on how to approach modern markets, insufficient promotion of agricultural products, a lack of collection points, and inadequate equipment for grading and packaging agricultural products.

A specific issue for this municipality is the underutilization of the irrigation system by farmers. Although approximately 5,600 hectares (around 40% of the municipality's agricultural land) are covered by this system, it is only used to irrigate about 500

hectares. This situation requires the municipality, in collaboration with local farmers, to find a solution. Numerous analyses indicate that the lack of irrigation is a limiting factor for agricultural development in many regions of the country. It is a significant loss, not only for the municipality but also for the country's agriculture, that farmers show little interest in using this irrigation system. This should be one of the key objectives in the next four years.

The lack of farmer organization into associations, cooperatives, or other forms prevents them from being competitive in local, regional, and broader markets. This lack of organization is also evident in the absence of modern mechanization (especially in the fruit and vegetable sectors).

Given that most farms and processing capacities are small, horizontal cooperation between agricultural holdings should be encouraged to increase production capacity and improve quality. Such cooperation would enable an increase in the value chain of products, raising their market value.

As in most regions of the country, agriculture in the Municipality of Drenas is primarily an occupation for older individuals. This phenomenon creates challenges in achieving desired outcomes, especially when it comes to introducing new technologies and innovation in agriculture. Based on this, it is essential to support young people and women through various forms of assistance (subsidies, grants) to encourage them to enter this sector.

The Municipality of Drenas has a modest budget for this sector, around 30,000 euros, while planned collaborations with donors amount to up to 125,000 euros.

It is crucial to identify additional forms of support by leveraging various projects and donors. This is particularly important for small farmers, as they are usually not included in subsidy and grant schemes.

### 6.8.1. Crop Production Sector

In the region of the Municipality of Drenas, cereal crops (wheat, corn, barley, oats) dominate. The following table shows the areas for which farmers have applied for subsidies. It is evident that cereals hold an absolute dominance; however, there is also a trend of increasing areas for fruits and vegetables. Compared to the agricultural census conducted in 2014, almost every sector has seen an increase in cultivated areas, especially in fruits and vegetables, which have grown by up to 100%.

Table 7. Applicants in the last three years (2022,2023,2024)

| Year | No. of Farmers | Wheat/ha | Corn/ha | Barley/ha | Oats/ha | Rye/ha | Fruits/ha | Vegetables/ha |
|------|----------------|----------|---------|-----------|---------|--------|-----------|---------------|
| 2022 | 1004           | 1913.93  | 1917.18 | 28.52     | 60.55   | /      | 170.44    | 94.92         |
| 2023 | 1163           | 2643.6   | 2014.1  | 23.19     | 74.59   | 2.43   | 166.5     | 54.41         |
| 2024 | 1127           | 2500.00  | 2400.10 | 44.6      | 99.33   | 1.05   | 200.00    | 170.08        |

Source: Directorate for Agriculture, 2024

Apple orchards dominate the fruit sector, comprising approximately 75%, followed by plums at around 15%. In the past three years, the cultivation of valuable fruit crops has begun, including walnut, hazelnut, and small berry fruits.

Despite an increase in vegetable-growing areas, most of these plots are still used primarily for family needs, with only a very small quantity produced for the market. Additionally, the technology used in vegetable cultivation remains far from modern standards. Approximately 70% of vegetable-growing areas are dedicated to peppers, tomatoes, cucumbers, and onions. Other vegetables are grown on much smaller plots, mostly in home gardens for family consumption.

The common challenges faced by farmers cultivating these crops in the Municipality of Drenas include land fragmentation, outdated machinery, lack of financial resources for investments, absence of hail protection measures, limited facilities for product collection and storage, low productivity due to aging orchards, flood damage to plantations from lack of drainage systems, and flooding of fields.

Considering the small land plots available to farmers, the fruit and, particularly, vegetable sectors could play a significant role in the future of agriculture in Drenas. This is especially relevant for areas with substantial irrigation potential within the municipality.

Enhancing farmers' capacities through training, visits to producers in other municipalities and regions is essential so that they can adopt modern and innovative plant production technologies.

The establishment of collection centers for storing fruits and vegetables is another measure to promote local agricultural products. Organizing a local fair for agricultural products and encouraging producers to participate in other fairs would be highly beneficial.

### **6.8.2. Beekeeping Sector**

One of the most profitable sectors in agriculture is beekeeping. The Municipality of Drenas has a favorable geographic position for the cultivation of beekeeping. Currently, Drenas is estimated to have over 5,000 beehives.

This sector has received support from the municipality in terms of increasing the number of hives and beekeepers. However, despite the municipality's support, beekeepers have not succeeded in developing the production of additional bee products, such as propolis, royal jelly, pollen, and others. Beekeepers are organized through the Beekeepers' Association, where they occasionally conduct training sessions and lectures for new beekeepers on beekeeping practices. Nevertheless, educating beekeepers remains a challenge for both the municipality and the

Beekeepers' Association, especially in the areas of bee disease control and management.

Registering apiaries, creating a bee passport, localizing apiaries, cultivating honey-producing plants, and preparing and monitoring a safe list of medications for bees remain ongoing challenges for beekeepers, the Beekeepers' Association, and the Municipality of Drenas.

The municipality's commitment should focus on advancing beekeeping in Drenas by enhancing the professional skills of beekeepers, expanding the range of bee products, and improving control and management of bee diseases.

### 6.8.3. Livestock Sector

In the Municipality of Drenas holds significant potential for livestock development, thanks to favorable soil quality, climate conditions, and water resources. According to the 2014 Agricultural Census, Drenas possesses approximately 6,692 hectares of meadows and pastures, which present considerable opportunities for livestock development. Additionally, a notable advantage is that 86% of pasture land consists of communal grazing areas.

Around 4,000 agricultural households are engaged in raising cattle, sheep, and goats, with meat and dairy products being the primary outputs from the livestock sector in Drenas. Only a small portion of these households keep cattle solely for family consumption, while the majority raise livestock for market purposes.

In the poultry sector, 70% of agricultural households maintain poultry flocks of up to 150 birds.

Table 8. Applicants In the last three years (2022,2023,2024)

| Years | Cows | Sheep | Goats | Bees | Chickens | Medicinal Plants |
|-------|------|-------|-------|------|----------|------------------|
| 2022  | 1450 | 3922  | 632   | 4369 | 10000    | 3.33             |
| 2023  | 1441 | 4865  | 518   | 3951 | 27000    | 1.36             |
| 2024  | 1900 | 5017  | 631   | 5458 | 8000     | 2.5              |

Cattle farmers in the Municipality of Drenas need investments in barns and supporting facilities. There is also a need for new machinery to produce animal feed, modernized to align with current animal welfare and environmental standards.

Currently, Drenas lacks collection centers for milk or dairy products. Therefore, it is essential to encourage and support the establishment of two to three collection centers for livestock products, where farmers could gather milk and dairy by-products.

It is crucial that farmers also prepare to meet standards for food safety and hygiene, animal maintenance, and environmental protection. The municipality should focus on

raising farmers' awareness about environmental pollution, especially concerning the potential impact of farm waste on groundwater.

## **6.9. Tourism and Cultural Heritage, Youth, and Sports**

### **6.9.1. Tourism**

Although the Municipality of Drenas has significant potential for developing cultural and rural tourism, this sector remains almost entirely untapped. Mountainous areas, such as Çyçavica, the Berisha mountain range, and Kosmaç, enhance the competitive potential for sustainable tourism development in Drenas.

Notable sites with high tourist potential and appeal include: the Gllobar Pines, Vuçak Castle, Verbovc Castle, Vasileva Lake, the Drenica and Verbica rivers, the "Gurit të Plakës" Gorge, Gradinës Stone, Komoran Pines, among others. These are some of the most important resources for tourism development in Drenas.

However, the municipality currently lacks a structured offer for accommodation and camping spaces, which could be ideally located near Vasileva Lake. The goal is to raise accommodation standards to meet visitor expectations and create added value in this sector. Additionally, increasing investments and promoting caves like Peshterri Cave in Nekovc, Kizhareka Cave, Kokili Cave in Verboc, Baica Cave, and Gllanasella Cave would significantly boost tourist visits, attracting both local and foreign tourists.

Drenas also has a rich cultural heritage, with significant monuments dating back to various historical periods, such as Vuçak Castle and Verbovc Castle. These monuments represent valuable assets for the further development of cultural tourism in the region.

### **Development of Tourism Products**

In collaboration with local and international tourism agencies and operators, new tourism packages should be developed and promoted. Additionally, it is recommended to list all tourist and cultural heritage attractions on online platforms such as TripAdvisor, FourSquare, Wikipedia, and others. Marking and digitalizing running and hiking trails is also essential.

Two noteworthy tourist attractions include:

**Vucak Castle:** Located about 12 kilometers southwest of Drenas, the castle spans two rocky ridges and has served as an important geostrategic point since antiquity. Evidence of its historical significance is seen in its surrounding walls and early dwellings, where a carved spolia dedicated to a Roman emperor was discovered. Archaeological excavations at Vuçak Castle began in 2017, led by archaeologist Shafi Gashi from the Archaeological Institute of Kosovo. Although promising, excavations were halted in 2019 due to budget constraints and were further delayed by the pandemic, only resuming successfully in 2024. Recent excavations uncovered a

Roman altar in the castle's surrounding wall, dating to the first half of the 3rd century AD. This altar, a reused spolia from the Justinian period (527–565), underscores the site's long-standing importance, revealing continuous life here from prehistory through the Middle Ages and into modern times. The discoveries highlight Vuçak Castle's role in the social life of central Kosovo, connecting with other historical sites like Verboc Castle and Llapushnik's Gradinë. This contributes to the archaeological map of Drenas and Kosovo, establishing it as a valued archaeological tourism destination.

**Gllobar Pines:** Gllobar, a village located near Drenas, is home to a well-known park, celebrated for its beautiful pine forests that provide breathtaking views, making it ideal for tourism activities. Once a popular spot for locals, the Gllobar Pines have recently become a new tourist attraction for Drenas and nearby municipalities, thanks to new investments by the Municipality of Drenas.

Covering an area of approximately 40 hectares, with 11,430 square meters of infrastructure investments, and nearly completed supporting infrastructure, including cycling and running trails by local authorities, the Gllobar Pines are expected to become a natural destination for hiking, picnicking, camping, relaxation, and day trips. Planned private investments will further enhance this site, positioning it as one of Kosovo's major tourist attractions.

**The artificial lakes of Vasileva** are located about 3 km from the Industrial Park, created by soil accumulation from the Kosovo Energy Corporation on a picturesque terrain surrounded by low forests and abundant wildlife, making it an attractive location for eco-tourism development with an area of 176600m<sup>2</sup>.

**The mineral water spring in the village of Poklek**, a natural source located 2.5 km from the city of Drenas, spans an area of 7,278 m<sup>2</sup>. Additionally, the mineral spring in the village of Verboc covers 182 m<sup>2</sup>, the spring in the village of Krajkov spans 4,000 m<sup>2</sup>, and the spring in the village of Baica covers 3060m<sup>2</sup>.

### 6.9.2. Culture and sport

In recent years, the municipality has focused heavily on intensifying youth and sports-related activities. However, the limited budget available for these initiatives has been a significant constraint. The maximum budget allocated by the municipality for NGOs is approximately €123,000.

In the Municipality of Drenas, there are around 34 registered active NGOs, of which 4 focus on cultural activities, 4 on youth activities, with individuals involved in various activities in these fields.

The municipality also boasts a sports hall selected by UEFA and maintained in excellent condition, with a seating capacity of about 880, as well as additional sports facilities available in most schools.

Qualified teams in both football and volleyball receive financial support from the municipality as well as from various donors.

The number of youth NGOs, the number of performances and artistic presentations held at the cultural center, and the number of sports clubs by type of sport are as follows:

**Table 9. Youth NGOs**

| No | NGO/Club/Association Name                                     | Location      | Type of Organization |
|----|---|---------------|----------------------|
| 1  | KVRL- Local Youth Action Council Drenas                       | <i>Drenas</i> | Youth                |
| 2  | Leaders of the Future   | <i>Drenas</i> | Youth                |
| 3  | Humanus Vita  | <i>Drenas</i> | Youth                |
| 4  | CEDE NGO - Center for Environmental Education and Development | <i>Drenas</i> | Youth                |

Source: Directorate of Culture, Youth, and Sports

**Table 10. Activities held in the Cultural Hall**

| Number of Activities | Location of Activities | Year | Type of Activities |
|----------------------|------------------------|------|--------------------|
| 9                    | Cultural Hall          | 2024 | <i>Cultural</i>    |

**Table 11. NGOs - Sports Clubs and Associations Registered with MAP and DKRS - Active 2023**

| No | NGO/Club/Association Name            | Location | Type of Sport |
|----|--------------------------------------|----------|---------------|
| 1  | Football Club FERONIKELI 74          | Drenas   | Football      |
| 2  | Futsal Club - LIQENI                 | Drenas   | Football      |
| 3  | New Stars Soccer School              | Drenas   | Football      |
| 4  | Futsal Club "Drenasi"                | Drenas   | Football      |
| 5  | Futsal Club "Komorani"               | Drenas   | Football      |
| 6  | Association of the Deaf Drenas       | Drenas   | Football      |
| 7  | Football Club - Feronikeli (women)   | Drenas   | Football      |
| 8  | Football Club "Yjet"                 | Drenas   | Football      |
| 9  | Volleyball Club FERONIKELI (men)     | Drenas   | Volejball     |
| 10 | Volleyball Club - GRYKA (women)      | Drenas   | Volejball     |
| 11 | Volleyball Club FERONIKELI (women)   | Drenas   | Volejball     |
| 12 | Handball Club "Drenica"              | Drenas   | Hendboll      |
| 13 | Table Tennis Club "Drenasi"          | Drenas   | PingPong      |
| 14 | Boxing Club "Drenasi" - Drenas       | Drenas   | Boks          |
| 15 | Motocross Club "Drenasi"             | Drenas   | Motoristë     |
| 16 | Shooting and Archery Club "Qëndresa" | Drenas   | Shigjetari    |
| 17 | Archery Club "Feronikeli"            | Drenas   | Shigjetari    |
| 18 | Chess Club "Drenasi"                 | Drenas   | Shah          |
| 19 | Women's Chess Club "Drenasi"         | Drenas   | Shah          |
| 20 | Climbing Club "Ketrat"               | Drenas   | Ngjitje       |
| 21 | Fishing Association "Drenica"        | Drenas   | Peshkim       |
| 22 | Shooting Club "Besim Mala - Murrizi" | Drenas   | Shenjtari     |



|    |  |        |                     |
|----|--|--------|---------------------|
| 23 | Auto Moto Karting Club "Drenica Racing"  | Drenas | Automoto            |
| 24 | Association of School Sports Educators in Physical Culture - Municipal, Regional, National | Drenas | Të gjitha plasmanet |
| 25 | Association of Physical Education and Sports Veterans                                      | Drenas | Shpend Bogiqi       |
| 26 | Swimming Club "Drefina"  | Drenas | Ekrem Mehmeti       |

There are a total of four libraries that require investments in physical infrastructure.

The Youth Center is currently inactive despite having good infrastructure. The Cultural Hall is functional but operates with minimal infrastructure.

No cultural activity has been digitized, so the plan is for everything to be fully digitized in the new cultural hall.

The fairs and festivals are as follows:

Table 12. Traditional Fairs and Festivals

|   | <b>Cultural, Sports, and Youth Activities</b>   |
|---|---|
| - | The festive activity in honor of February 17 includes an extended festive program.    |
| - | April 17 - "Ymer Elshani's Poet's Gathering" is held annually.                        |
| - | June 14 - Cultural and sports activities in honor of Drenas Liberation Day.           |
| - | Diaspora Days held in July - August, supported by the Municipality through subsidies. |
| - | The youth organization magazine Realiteti is no longer active;                        |
| - | The Congress of Manastir is held from November 16 to 22.                              |
| - | Cultural-artistic festival of primary school groups with a competitive nature.        |
| - | Activities in honor of the November holidays.   |

|   |  |
|---|--|
| - | Humor and folklore events are no longer active.  |
| - | Activity organized by the NGO "Art Club Rifat Kukaj" includes literary gatherings at Guri i Plakës with poets from the diaspora and local poets. |
| - | September 14 - Organization of Youth Month, organized by the Youth Sector in collaboration with youth NGOs.                                      |
| - | Youth activities in honor of the environment, Earth Day, etc.  |
| - | Municipal school competitions across all levels organized by DKRS and DKA.   |

Source: Directorate for Culture, Youth, and Sports

It is planned to build a cultural hall that will accommodate all cultural activities and create favorable conditions for these events.

The ethnocultural museum is active, and one of the main objectives in the coming years will be to enrich it with additional artifacts and increase the number of visitors.

### 6.9.3. Youth

The youth of Drenas, like in many other municipalities in Kosovo, face a range of challenges that impact their personal, professional, and social development. Although diverse in nature, these challenges often share common roots with those encountered in many other places.

The municipality is committed to creating a supportive and inclusive environment essential for addressing these issues. While progress has been made, involving young people in decision-making processes remains a challenge. It is necessary to build platforms and create opportunities for the active involvement of youth in discussions and decisions that directly affect them.

Addressing these challenges requires a collective commitment from the government, the private sector, non-governmental organizations, and the community at large. Tackling these issues is crucial to helping young people develop in all aspects of their lives. This engagement will build a better environment for their future and foster a more inclusive and democratic society.

## 6.10. SWOT Analysis

| <b>Strengths</b>  | <b>Weaknesses</b>  |
|---|--|
| <ul style="list-style-type: none"> <li>➤ Geographic location</li> <li>➤ Natural resources</li> <li>➤ Cultural heritage</li> <li>➤ Young population</li> <li>➤ Business-friendly environment</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Poor public infrastructure (especially water supply and sewage systems)</li> <li>➤ Unemployment</li> <li>➤ Business orientation toward services, with minimal focus on production</li> <li>➤ Poor management of natural land resources and irrigation systems</li> <li>➤ Concentration of businesses only in urban areas (Glllogoc, Komoran)</li> <li>➤ Limited municipal budget</li> </ul> |
| <b>Threats</b>  | <b>Opportunities</b>   |
| <ul style="list-style-type: none"> <li>➤ Emigration (especially among youth, both abroad and to larger centers)</li> <li>➤ Regional competition</li> <li>➤ Environmental degradation</li> <li>➤ Changes in national development policies</li> <li>➤ Limited financial resources for capital projects</li> </ul> | <ul style="list-style-type: none"> <li>➤ Economic development</li> <li>➤ Modern infrastructure</li> <li>➤ Tourism and cultural heritage</li> <li>➤ Education and training</li> <li>➤ Inter-municipal cooperation (for joint projects)</li> </ul>   |

## 6.11. Situation Analysis

The Problem Tree for the Municipality of Drenas (effects) presents a detailed analysis of the primary issues faced by the municipality, breaking down the core problem into branches that reflect its causes and consequences. This analysis focuses on economic, infrastructural, social, and environmental challenges impacting the sustainable development of the municipality. Here, we concentrate on the effects, specifically the consequences that arise from the highlighted issues in the Drenas area.

The effects (consequences) of these issues can be summarized as follows:

**Local Economy and Employment:** The Municipality of Drenas has been active in creating a business-friendly environment; however, there are still families struggling with insufficient income, which limits opportunities for investment in education, healthcare, and general well-being.

**Youth Migration:** Young people are moving to urban centers and abroad in search of better economic opportunities and employment. This situation results in a reduction of the local workforce, especially qualified workers, which impacts the availability of labor for local industries and agriculture.

**Lack of Investments:** Insufficient investments from central authorities and other investors in key sectors and sustainable development hinder the full potential of crucial sectors such as agriculture and industry.

**Local Businesses and Farmers:** Local businesses and farmers face a lack of innovation and advanced technology, limiting their opportunities for sustainable growth.

**Dependence on Social Assistance:** There is a high dependency on social assistance, which limits economic development and improvements in living conditions. Many families rely on social assistance schemes, burdening the municipality's financial system and creating a cycle of dependency.

**Education:** The drafting of the Pre-University Education Development Strategy for Municipality of Drenas 2024/25 - 2028/29 highlights the municipality's commitment to addressing the issues and priorities for developing this sector over the next five years.

**Quality of Life:** Although significant work has been done in road infrastructure, much remains to be done in other infrastructure areas (especially water supply, sewage systems, and electricity) to eliminate these challenges, which negatively affect the residents' standard of living.

**Access to Health Services:** Due to the high number of medical visits, citizens face difficulties in accessing quality healthcare services.

**Increase in Pollution and Environmental Degradation:** Poor waste management, air and water pollution, and improper land use all worsen environmental quality and negatively impact community health.

These effects represent a direct consequence of the existing issues in the Municipality of Drenas and highlight the need for a comprehensive and strategic approach to improve the economic, social, and infrastructural conditions of the municipality.

## **6.12. Summary of Challenges**

The Municipality of Drenas faces a range of economic, social, educational, and infrastructural challenges. The economy struggles with outdated investments and technology, while unemployment and poverty affect social well-being. The education system needs significant improvements in infrastructure (laboratories, cabinets) and quality, while public services and infrastructure (especially water supply and sewage systems) require substantial investment to meet citizens' needs.

The lack of investment in new sectors and limited economic diversification may lead to dependence on traditional sectors, such as agriculture. Although Drenas is recognized as one of the municipalities that has made significant advances in gender equality and transparency within its administration, women still face barriers to full integration into the labor market and have limited access to resources and services.

### **6.12.1. Challenges in the Agriculture and Rural Development Sector**

The agricultural sector in Drenas faces various challenges that limit its growth and development. The use of traditional farming techniques and outdated equipment often results in low efficiency and limited productivity. Investments in modern machinery and technological equipment are necessary to improve both the quality and quantity of agricultural output.

Irrigation is a major problem for farmers in Drenas, as much of the farmland relies solely on rainfall, making agricultural production vulnerable to climate conditions. This issue is particularly significant in this municipality, as even existing irrigation systems are not utilized, and there has been minimal investment in this area.

Most farmers own small, fragmented plots, making it challenging to implement advanced agricultural methods and fully mechanize farms. Due to legal restrictions and outdated cadastral records, it is difficult for farmers to consolidate or purchase additional land to expand their operations. The interrupted land consolidation process (initiated many decades ago) creates numerous issues for landowners involved.

Farmers often struggle to sell their produce due to limited access to local and national markets. They also face high competition and are often forced to sell their products at low prices, reducing their financial profits.

Climate change has led to higher temperatures and unpredictable weather, affecting agricultural production cycles and increasing the risk of diseases and pests. Farmers in this municipality (as in all of Kosovo) have limited knowledge of the impacts of these changes and how to manage their effects.

Farmers also face challenges in preserving their products for extended periods due to the lack of facilities (collection centers, warehouses, etc.) with controlled temperatures and storage technologies.

These challenges call for a comprehensive approach to developing the agricultural sector in Drenas, including investments in infrastructure, mechanization, farmer training, and an improved strategy for market access and production capacity enhancement.

### **6.12.2. Challenges in the Education Sector**

Demographic developments show a significant decline in the youth population due to a continued decrease in birth rates and emigration of young people and new families.

The Municipality of Drenas, specifically the Directorate of Education (DKA), has strategically focused on aligning school programs with labor market needs in accordance with Kosovo's Curricular Framework. The goal is to systematically provide high-quality work experience and professional practice.

The budget allocation for economic categories, goods and services, municipal services, and minor capital expenses per student is extremely low, making it difficult to cover the annual costs of schools based on the current funding formula. This formula needs to be adjusted to increase the specific grant for education.

### **6.12.3. Challenges in the Infrastructure Sector**

Although there have been infrastructure improvements in recent years (especially in road infrastructure), the infrastructure sector in the Municipality of Drenas faces several challenges that impact economic development and residents' quality of life.

Providing all villages with water supply coverage is a major infrastructure challenge in Drenas. The water supply infrastructure is outdated, with frequent leaks and other technical issues, leading to substantial water losses of up to 50%.

Many parts of the city and surrounding villages have outdated or incomplete sewage systems, posing a risk to the environment and public health, especially during heavy rains.

### **6.12.4. Challenges in the Health and Social Welfare Sector:**

The health and social welfare sector in the Municipality of Drenas faces numerous challenges affecting the provision of essential services to citizens.

Several health centers in the municipality are outdated and do not meet modern standards for healthcare service delivery. Among all the institutions, seven operate partially due to a lack of either medical equipment or other essential inventory.

Many healthcare institutions lack modern technology and equipment, making it difficult for healthcare professionals to provide quality care.

Despite the extensive network of healthcare institutions, the number of visits to the Main Family Medicine Center (QKMF) remains high. In 2023, there were 190,578 visits, with 353,233 services provided, totaling 543,811 visits and services. In the first half of 2024, there were 85,983 visits and 191,625 services, totaling 277,608.

Funding for healthcare services is limited, impacting the provision of medicines, medical equipment, and improvements to health center conditions.

The municipality frequently faces resource constraints in offering specialized services, such as treatments for chronic illnesses and mental health care.

Improved support is necessary for individuals with mental health disorders. Psychology and psychiatry services are limited and largely inaccessible to most residents.

People in need, such as the elderly, the homeless, and those with disabilities, face a lack of social services and essential support.

### **Emergency Services**

The capacity to handle emergency situations, such as accidents, other urgent cases, or sudden illnesses, is limited due to a lack of equipment and specialized staff.

Challenges in healthcare and social welfare in the Municipality of Drenas require immediate intervention and long-term planning to improve access and quality of care for all citizens.

### **6.12.5. Challenges in the Tourism and Cultural Heritage Sector**

The tourism and cultural heritage sector in the Municipality of Drenas faces several challenges that hinder the development and promotion of this important potential. These challenges relate to infrastructure, the promotion of cultural and natural resources, and the creation of clear policies for the preservation and development of cultural heritage.

Many significant cultural and natural sites are difficult to access due to poorly maintained roads and inadequate visitor facilities.

Drenas has several sites with high potential for cultural and natural tourism, but the lack of promotion leaves these places unexplored by tourists. There are insufficient promotional campaigns to showcase the municipality's cultural monuments and natural beauty.

A primary challenge in the tourism sector is the lack of developed tourism products, starting with the need for an inventory of tourism elements, identification of target and potential visitor segments, and tourism forms that can be developed at this stage. Based on these, appropriate tourism offerings should be prepared in various formats (print, electronic, and billboards).

There is a shortage of signs, guides, and informational materials at key cultural and tourist sites to help orient visitors and inform them about the history and value of these locations. Greater collaboration between municipal institutions and local stakeholders, such as the community and businesses, is essential to develop joint projects for tourism and cultural heritage.

**Competition from other tourist and cultural regions also poses a challenge.** Neighboring municipalities with more developed and well-known tourist attractions often draw more tourists, making it harder for Drenas to establish a strong tourism presence.

There is a need for integrated offerings that combine cultural heritage with natural beauty, which would help create attractive tourism packages. Additionally, there are few supplementary services to enhance the tourist experience, such as nature walks, cultural expeditions, or other recreational activities.

These challenges require an integrated approach and sustainable investments to develop the tourism and cultural heritage potential of the Municipality of Drenas.



## **7. Objectives**

### **7.1. General Objective 1: Sustainable local economic development and infrastructure**

#### **7.1.1. Specific Objective 1.1.: Economic Diversification**

**Indicator 1:** Number of municipal properties allocated for use

**Indicator 2:** Percentage of supported small businesses and start-ups

**Activity 1:** Allocation of municipal properties for use (infrastructure development

**Activity 2:** Providing guarantees for small businesses and start-ups, with priority given to women-led businesses

**Activity 3:** Organizing awareness campaigns to increase the rate of self-generated revenue collection

#### **7.1.2. Specific Objective 1.2. Attraction of new investments and job creation**

**Indicator 1:** Number of new investments in “Business Park 2”

**Indicator 2:** Increase in the number of jobs in new businesses

**Activity 1:** Development of infrastructure in “Business Park 2”

**Activity 2:** Promotion of the economic profile of the Municipality of Drenas

#### **7.1.3. Specific Objective 1.3. Promoting entrepreneurship with a focus on digitalization and innovation**

**Indicator 1:** Number of local businesses registered on the online platform

**Indicator 2:** Number of fairs/exhibitions organized to promote digital products

**Activity 1:** Creation and maintenance of an online platform to promote local business products

**Activity 2:** Organization of fairs and exhibitions that promote businesses and their products, with a focus on digital products and services

#### **7.1.4. Specific Objective 1.4. Creation of Infrastructure to Support Sustainable Socio-Economic Development**

**Indicator 1:** Number of infrastructure projects completed (SMART lighting, central heating, wastewater treatment)

**Indicator 2:** Percentage of paved and improved local roads

**Activity 1:** Drafting the conceptual project for a SMART public lighting system

**Activity 2:** Drafting the conceptual project for central heating in the city

**Activity 3:** Determining locations for wastewater treatment plants

**Activity 4:** Construction of collectors for wastewater treatment and sewage rehabilitation

**Activity 5:** Expansion of water supply capacity

**Activity 6:** Construction of a dam for the water reservoir in Verboc village

**Activity 7:** Paving of local roads

**Activity 8:** Expansion of Fehmi and Xhevë Lladrovci Square in Drenas

**Activity 9:** Construction of the dam for the water reservoir in Verboc village

**Activity 10:** Construction of the Drenas – Kroi i Mbretit transit road

**Activity 11:** Greening of public spaces

## **7.2. General Objective 2: Health and Social Welfare-Enhancing Access and Quality of Health and Social Services for All Residents**

### **7.2.1. Specific Objective 2.1.: Expansion of Medical and Social Services**

**Indicator 1:** Number of awareness campaigns and systematic visits conducted

**Indicator 2:** Percentage of rural areas covered by health services

**Activity 1:** Implement awareness and promotional campaigns for health education in the community and educational institutions (systematic visits)

**Activity 2:** Support for families in need, with no or low income

**Activity 3:** Provision of mobile healthcare services (mother and child health visits, and palliative care visits)

**Activity 4:** Expansion of health services to rural areas of the Municipality

**Activity 5:** Preparation of a zonal list for assigning patient lists and designating a family doctor for each patient.

### **7.2.2. Specific Objective 2.2.: Improvement of Health and Social Infrastructure**

**Indicator 1:** Number of health facilities renovated and constructed

**Indicator 2:** Percentage of health facilities equipped with new apparatus

**Activity 1:** Renovation and expansion of health facilities in the villages of Vasilevë, Gradicë, and Sankoc

**Activity 2:** Construction of a health facility in the village of Arllat

**Activity 3:** Improvement of the yards at the Main Family Medicine Center (QKMF), Family Medicine Centers (QMF), and Family Medicine Ambulatories (AMF)

**Activity 4:** Renovation of two residential blocks in Qikatova e Re

**Activity 5:** Incorporation of sanitary facilities in health centers for people with disabilities

**Activity 6:** Construction of a community house – municipal services for people with disabilities

**Activity 7:** Expansion of the digital web application for health services from Main Family Medicine Center (QKMF) to Family Medicine Center (QMF) and Family Medicine Ambulator (AMF)

**Activity 8:** Provision and equipping of Family Medicine Center (QMF) and Family Medical Ambulatory (AMF) with medical apparatus.

### **7.2.3. Specific Objective 2.3.: Strengthening the Capacities of Health and Social Personnel**

**Indicator 1:** Number of doctors trained in ultrasound

**Indicator 2:** Percentage of human resource reorganization for institutional capacity

**Activity 1:** Training doctors in the use of ultrasound technology

**Activity 2:** Completion and reorganization of human resources to optimize institutional capacities.

### **7.3. General Objective 3: Improving the Quality of Education**

#### **7.3.1. Specific Objective 3.1.: Modernization of Infrastructure and Provision of Advanced Technology**

**Indicator 1:** Percentage of schools equipped with new technology (computers, projectors, etc.)

**Indicator 2:** Number of teachers trained in the use of technology for teaching

**Activity 1:** Modernization of infrastructure and provision of advanced technology

**Activity 2:** Continued provision of modern technological equipment to schools (computers, projectors, tablets)

**Activity 3:** Construction of full-day class cabinets at Primary and Lower Secondary Schools (SHFMU) : “H.B, F.G, J.G, SH. G, F&I. K, A.B, B.C, D.D, SH. P, R.K, SH. P”

**Activity 4:** Adaptation of school buildings in Arllat and Llapushnik for nursery functionality

**Activity 5:** Creation of new educational profiles aligned with market needs

**Activity 6:** Development of programs to integrate technology into the teaching process, such as technology labs

**Activity 7:** Development of support programs for students facing economic or social challenges, including scholarships and financial assistance

**Activity 8:** Construction and adaptation of school infrastructure for children with special needs

**Activity 9:** Construction of nurseries in Nekoc and Terstenik villages

**Activity 10:** Construction of Primary and Lower Secondary School (SHFMU) "Rasim Kiçina," a separate unit in Shtubullojë

**Activity 11:** Operationalization of the new building of the existing nursery "Ardhmëria" in Drenas and Komoran

**Activity 12:** Construction of outdoor sports fields and fencing

**Activity 13:** Installation of central heating - Roof repair at Primary and Lower Secondary School (SHFMU) "Xheladin Gashi- Plaku" in Komoran

**Activity 14:** Establishment of play and recreation areas at Primary and Lower Secondary Schools (SHFMU): "A. B, J. G, XH. LL, 7 Marsi"

**Activity 15:** Continuation of transportation for children who live more than 4 km from school

### **7.3.2. Specific Objective 3.1.: Development of Teacher Capacities and Improvement of Teaching Methods**

**Indicator 1:** Number of training programs for teachers on technology use

**Indicator 2:** Number of cooperation agreements for school projects

**Activity 1:** Organize training sessions and seminars for teachers to improve teaching methods and incorporate modern technologies in education

**Activity 2:** Continue partnerships with private businesses for professional school students

**Activity 3:** Maintain cooperation with foreign educational institutions for student exchanges and joint projects to enhance education quality

**Activity 4:** Train school staff to work with children with special needs and incorporate educational assistants

**Activity 5:** Continue developing educational programs focused on environmental protection, encouraging students to engage in ecological initiatives

**Activity 6:** Maintain a clear system for evaluating and monitoring educational performance in schools, aiding in identifying areas needing improvement

**Activity 7:** Identify factors contributing to school dropout and develop relevant prevention programs

#### **7.4. General Objective 4: Increase in Agricultural Production**

##### **7.4.1. Specific Objective 4.1. Diversification of Agricultural Production**

**Indicator 1:** Increase in areas planted with vegetables and other agricultural products

**Indicator 2:** Number of farmers supported with agricultural machinery

**Activity 1:** Expansion of areas planted with vegetables and other agricultural products

**Activity 2:** Strengthening of advisory offices for farmers with new technology

**Activity 3:** Support for farmers with agricultural machinery

##### **7.4.2. Specific Objective 4.2. Enhancing the Value Chain of Agricultural Products**

**Indicator 1:** Number of processing capacities established for vegetables and livestock products

**Indicator 2:** Increase in the number of hives provided to beekeepers

**Activity 1:** Support for the establishment of vegetable processing capacities

**Activity 2:** Support for the establishment of processing capacities in livestock

**Activity 3:** Support for beekeepers with hives

##### **7.4.3. Specific Objective 4.3. Expansion of Irrigated Areas**

**Indicator 1:** Increase in areas covered by irrigation systems (in hectares)

**Indicator 2:** Number of farmers supported in coping with the effects of climate change

**Activity 1:** Study of opportunities to expand irrigated areas within the Ibër Lepenc system

**Activity 2:** Study of support options for farmers in coping with the effects of climate change

#### **7.5. General Objective 5: Development of Local Capacities in the Tourism**

##### **7.5.1. Specific Objective 5.1.: Improvement of Tourist Infrastructure and Access to Natural and Cultural Resources**

**Indicator 1:** Number of cultural and natural monuments restored

**Indicator 2:** Number of activities aimed at improving access and accessibility for visitors

**Activity 1:** Improvement of infrastructure and hiking trails in Kamenica Park – Gllobar Village

**Activity 2:** Improvement of infrastructure and hiking trails in the Pine Park – Komoran

**Activity 3:** Enhancement of infrastructure for all cultural monuments

**Activity 4:** Preparation of a guide and digital platform (creation of an informative digital map)

**Activity 5:** Installation of informational signs.

**Activity 6:** Improvement of sports grounds

**Activity 7:** Improvement of infrastructure leading to natural monuments (caves)

#### **7.5.2. Specific Objective 5.2.: Promotion of Cultural Heritage and Cultural Activities to Attract Visitors**

**Indicator 1:** Number of cultural and natural monuments restored

**Indicator 2:** Number of activities aimed at improving access and accessibility

**Activity 1:** Reorganization of the Traditional Folklore Festival, including the activation of cultural folk groups with a competitive character

**Activity 2:** Campaign for cleaning and protecting natural areas

**Activity 3:** Enrichment of the city library with books

**Activity 4:** Construction of a cultural center that includes a library, museum, and a hall for concerts and various events.

## 8. Funding Sources

### 8.1. Local Public Funding

Table 13. Budget Plan 2025 2027

| No.          | Economic Categories     | 2025                 | 2026                 | 2027                 |
|--------------|-------------------------|----------------------|----------------------|----------------------|
| 1            | Saleries and Wages      | 11,497,909.00        | 12,130,294.00        | 12,773,199.00        |
| 2            | Goods and Services      | 2,622,703.00         | 2,675,157.00         | 2,728,660.00         |
| 3            | Municipal Expenses      | 346,749.00           | 374,161.00           | 392,869.00           |
| 4            | Subsidies and Transfers | 594,000.00           | 623,700.00           | 673,596.00           |
| 5            | Capital Investments     | 6,971,940.00         | 7,395,394.00         | 7,721,349.00         |
| 6            | Reserves                | 100,249.00           |                      |                      |
| <b>Total</b> |                         | <b>22,133,550.00</b> | <b>23,198,706.00</b> | <b>24,289,673.00</b> |

### 8.2. Other Funding Sources

1. Co-finances projects with the central government
2. Donor funding
3. Private sector funding

## 9. Monitoring and Reporting

The monitoring and reporting of the strategy should be conducted against the objectives through the established indicators. Reporting should be completed within the first quarter of the following year and should include information on the level of indicator implementation, any implementation issues, and corrective measures taken. Based on progress reports of strategic documents and the monitoring system, interim evaluations/reviews of action plans will be conducted as needed. Monitoring data will be collected annually, and regular progress reports will be drafted to reflect the level of implementation of this document.

The Economic Development Directorate within the Municipality of Drenas will be responsible for data collection for the preparation of the annual progress report for the Local Economic Development Strategy (SZHEL) 2025-2029. Data collection will be carried out by a commission formed by the Mayor.

The annual progress report will be published on the municipality's official website. The strategy's implementation will be measured through impact indicators (for strategic objectives), outcome indicators (for specific objectives), and output indicators (for strategic activities).

## 10. ACTION PLAN

### ACTION PLAN 2025 - 2027 FOR IMPLEMENTING THE LOCAL ECONOMIC DEVELOPMENT STRATEGY 2025/2029

| 10.1. General Objective 1: Sustainable Local Economic Development and Infrastructure |   |            |  |   |                        |  |
|--|---|------------|--|---|------------------------|--|
| Specific Objective 1.1   | Indicator (s) for Measuring Objective Achievement                   |            |  | Baseline                                | Target 2025            | Target 2027  |
| Economic Diversification   | Indicator 1: Number of municipal properties allocated for use       |            |  | 0%                                      | 100%                   | -  |
|  | Indicator 2: Percentage of supported small businesses and start-ups |            |  | 0%                                      | 34%                    | 70%  |
| Activity   | Implementation Period   | Total Cost | Funding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate                        | Supporting Directorate | Results  |
| <b>1.1.1</b>   |   |            |  |   |                        |  |
| 1) Leasing of Municipal Properties (Infrastructure Development)                      | 2025  | 100,000.00 | Municipality   | Municipal Assembly, Office of the Mayor | DI                     | Job creation, Valorization of municipal properties |
| <b>1.1.2</b>   |   |            |  |   |                        |  |



|   |  |           |              |                 |                    |  |
|---|--|-----------|--------------|-----------------|--------------------|--|
| 2) Grant Provision for Small Businesses and Start-Ups, Prioritizing Women-Led Enterprises | 2025-2027  | 60,000.00 | Municipality | DZHE, DBPZHR    | -                  | Establishment of new businesses, with a focus on female entrepreneurship |
| 3) Awareness Campaigns to Increase the Rate of Own-Source Revenue Collection              | 2025-2027  | 10,000.00 | Municipality | DF              | DE                 | Increase in own-source revenue and improvement of public services        |
| <b>Specific Objective 1.2</b>   | <b>Indicator(s) for Measuring Achievement of the Objective</b>       |           |              | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b>   |
| <b>Attracting New Investments and Increasing Employment</b>                               | <b>Indicator 1:</b> Number of new investments in Business Park 2     |           |              | 0%              | 0%                 | 100%   |
|   | <b>Indicator 2:</b> Increase in the number of jobs in new businesses |           |              | 0%              | 34%                | 70%  |

| Activity   | Implementation Period | Total Cost        | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results                                     |
|--|-----------------------|-------------------|--|------------------|------------------------|---|
| <b>1.2.1</b>   |                       |                   |  |                  |                        |   |
| 4) Construction of Infrastructure in "Business Park 2" | 2027                  | 10,757,35<br>1.00 | MINT   | DZHE             | DI,<br>DPUMM           | Creation of spaces for business development |
| <b>1.2.2</b>   |                       |                   |  |                  |                        |   |

|  |   |                   |   |                         |   |   |
|--|---|-------------------|---|-------------------------|---|---|
| 5) Promotion of the Economic Profile of the Municipality of Drenas       | 2025-2027   | 10,000.00         | Municipality  | DZHE                    | Office of the Mayor, Information Office | Informing investors about the potential of the Municipality of Drenas |
| <b>Specific Objective 1.3</b>  | <b>Indicator(s) for Measuring Achievement of the Objective</b>                        |                   |   | <b>Baseline</b>         | <b>Target 2025</b>                      | <b>Target 2027</b>  |
| Promoting entrepreneurship with a focus on digitalization and innovation | <b>Indicator 1:</b> Number of local businesses registred on the online platform       |                   |   | 0%                      | 34%                                     | 70%   |
|  | <b>Indicator 2:</b> Number of fairs/exhibitions organized to promote digital products |                   |   | 0%                      | 34%                                     | 70%   |
| <b>Activity</b>  | <b>Implement ation Period</b>   | <b>Total Cost</b> | <b>Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified)</b> | <b>Lead Directorate</b> | <b>Supporting Directorate</b>           | <b>Results</b>  |
| <b>1.3.1</b>   |   |                   |   |                         |   |   |

|  |   |           |                      |                 |                    |   |
|--|---|-----------|----------------------|-----------------|--------------------|---|
| 1) Creation and Maintenance of an Online Platform for Promoting Local Business Products                                      | 2025-2027   | 20,000.00 | Municipality, Donors | -               | -                  | Informing potential buyers about local business products. |
| <b>1.3.2</b>   |   |           |                      |                 |                    |   |
| 2) Organization of Fairs and Exhibitions to Promote Businesses and their products, focusing on Digital Products and Services | 2025-2027   | 45,000.00 | Municipality, Donors | DZHE<br>DBZHR   | -                  | Promotion of Businesses and innovative ideas              |
| <b>Specific Objective 1.4</b>  | <b>Indicator (s) for Measuring Achievement of the Objective</b>   |           |                      | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b>  |
| Establishing Infrastructure to Support Sustainable Socio-Economic Development  | <b>Indicator 1:</b> Number of completed infrastructure projects (SMART lighting, central heating, wastewater treatment) |           |                      | 0%              | 20%                | 80%   |
|  | <b>Indicator 2:</b> Percentage of local roads paved and improved  |           |                      | 0%              | 50%                | 85%   |

| Activity  | Implementation Period | Total Cost | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results  |
|---|-----------------------|------------|--|------------------|------------------------|--|
| <b>1.4.1</b>  |                       |            |  |                  |                        |  |
| 1) Development of a Conceptual Project for the SMART public Lighting System | 2025-2026             | 30,000.00  | Municipality, Donor  | DSHPE            | DI                     | Reduction in electricity consumption, increased efficiency, and enhanced safety                            |
| 2) Development of a Conceptual Project for Central Heating in the City      | 2026-2027             | 150,000.00 | Municipality, Donor  | DSHPE            | DPUMM,<br>DZHE         | Detailed plan with all components serving as a guide for the implementation of central heating in the city |

|  |           |               |                                   |    |   |   |
|--|-----------|---------------|-----------------------------------|----|---|---|
| 3) Designation of Locations for Wastewater Treatment Plants                        | 2026-2027 | 200,000.00    | Municipality, MMPHI               | DI | -   | Identification of locations for the construction of wastewater treatment plants |
| 4) Construction of Sewage Treatment Collectors and Rehabilitation of Sewer Systems | 2025-2027 | 2,500,000.00  | Municipality                      | DI | -   | Environmental protection and river cleanup                                      |
| 5) Expansion of Water Supply Capacity  | 2025-2026 | 2,200,000.00  | Municipality, Donor, KRU Pristina | DI | Regional Water Supply Company "Prishtina" | Provision of potable water for households and businesses                        |
| 6) Construction of a Dam for the Water Reservoir in the Village of Verboc          | 2027      | 11,000,000.00 | Donor                             | DI | -   | Sustainable supply of potable water for residents                               |
| <b>1.4.2</b>   |           |               |                                   |    |   |   |
| 7) Paving of Local Roads   | 2025-2027 | 8,000,000.00  | Municipality                      | DI | -   | Community benefits by improving the quality of life                             |

|   |           |              |                     |       |   |  |
|---|-----------|--------------|---------------------|-------|---|--|
| 8) Expansion of Fehmi and Xheve Lladrovci Square in Drenas  | 2025-2026 | 4,814,000.00 | Municipality, Donor | DI    | - | Creation of a recreational public space for citizens |
| 9) Construction of the Drenas - Kroi I Mbretit Transit Road | 2025-2027 | 1,300,000.00 | Municipality, MMPHI | DI    | - | Traffic facilitation                                 |
| 10) Greening of Public Spaces                               | 2025-2027 | 90,000.00    | Municipality        | DPUMM | - | Improvement of citizens' quality of live             |

**General Objective 2: Health and Social Welfare - Improving Access to and Quality of Health and Social Services for All Residents**

| <b>Specific Objective 2.1</b>            | <b>Indicator (s) for Measuring Achievement of the objective</b>                   | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b> |
|--|---|-----------------|--------------------|--------------------|
| Expansion of Medical and Social Services | <b>Indicator 1:</b> Number of awareness campaigns and systematic visits conducted | 0%              | 30%                | 75%                |
|  | <b>Indicator 2:</b> Percentage of rural areas covered by health services          | 0%              | 35%                | 90%                |

| Activity  | Implementation Period | Total Cost | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results                                       |
|---|-----------------------|------------|--|------------------|------------------------|---|
| <b>2.1.1</b>  |                       |            |  |                  |                        |   |
| 1) Implementation of Awareness and Promotional Campaigns for Health Education in the Community and Educational Institutions (Systematic Visits) | 2025-2027             | 5,000.00   | Municipality of Drenas, National Institute of Public Health, Swiss AQH Donor   | QKMF             | DSHMS                  | Community health awareness                    |
| 2) Support for Families in Need, Without or With Low Income   | 2025-2027             | 90,000,00  | DSHMS  | QKMF             | DSHMS                  | Welfare of citizens and health rehabilitation |
| 3) Provision of Mobile Health Services (Maternal and Child Health Visits, and Palliative Visits)  | 2025-2027             | 50,150.00  | MSH  | QKMF             | DSHMS                  | Health visits within the community            |
| <b>2.1.2</b>  |                       |            |  |                  |                        |   |



|   |   |           |  |                 |                    |   |
|---|---|-----------|--|-----------------|--------------------|---|
| 4) Expansion of Health Services in the Rural Areas of the Municipality  | 2025-2027   | 16,786.00 | Municipality of Drenas                                 | QKMF            | DSHMS              | Inclusion of the community in all health services |
| 5) Preparation of a Zonal List for the Allocation and Assignment of Patient Lists, and Assignment of a Family Dostor for Each Patient | 2025  | 1,500.00  | IKSHP, Main Family Medicine Center (QKMF), AQH donator | QKMF            | DSHMS              | Improved access to health services                |
| <b>Specific Objective 2.2</b>   | <b>Indicator (s) for Measuring Achievement of the objective</b>                 |           |  | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b>                                |
| Improvement of Health and Social Infrastructure   | <b>Indicator 1:</b> Number of health facilities renovated and constructed       |           |  | 0%              | 60%                | 100%  |
|   | <b>Indicator 2:</b> Percentage of health facilities equipped with new apparatus |           |  | 0%              | 50%                | 85%   |

| Activity   | Implementation Period | Total Cost | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results                              |
|--|-----------------------|------------|--|------------------|------------------------|--------------------------------------|
| <b>2.2.1</b>   |                       |            |  |                  |                        |                                      |
| 1) Renovation and Expansion of Health Facilities in the Villages of Vasileve, Gradice, Sankoc. | 2025-2027             | 100,000.00 | Municipality of Drenas   | QKMF             | DSHMS                  | Improved quality of health services  |
| 2) Construction of a Health Facility in the Village of Arllat.                                 | 2025-2026             | 35,848.00  | Municipality of Drenas   | QKMF             | DSHMS                  | Provision of quality health services |

|   |           |            |                            |       |       |  |
|---|-----------|------------|----------------------------|-------|-------|--|
| 3) Improvement of the Grounds of Main Family Medicine Center (QKMF), Family Medicine Center (QMF), and Family Medicine Ambulatory (AMF) | 2025      | 20,000.00  | Municipality of Drenas     | QKMF  | DSHMS | Ensuring infrastructure meets health standards                           |
| 4) Renovation of Two Housing Blocks in Qikatove e Re  | 2026-2027 | 1,500.00   | Municipality of Drenas     | DSHMS | DBF   | Welfare improvement for vulnerable groups residing in social             |
| 5) Incorporation of Sanitary Facilities in Health Centers for Persons with Disabilities   | 2026      | 10,000.00  | Municipality of Drenas     | QKMF  | DSHMS | Compliance with disability laws and improved accessibility               |
| 6) Construction of a Community House - Municipal Services for Persons with Disabilities   | 2024-2026 | 630,000.00 | Ministry of Social Welfare | CSW   | DSHMS | Rehabilitation services for the community group with mental disabilities |
| <b>2.2.2</b>  |           |            |                            |       |       |  |

|  |   |            |   |                 |                    |  |
|--|---|------------|---|-----------------|--------------------|--|
| 7) Expansion of the Digital Web Application for Health Services from Main Family Medicine Center (QKMF) to Family Medicine Center (QMF) and Family Medicine Ambulatory (AMF) | 2025-2026   | 10,000.00  | MSH, World Bank (Donor)<br>Municipality of Drenas | QKMF)           | DSHMS              | Simplification of administrative tasks for healthcare staff and improved patient records |
| 8) Supply and Equipping of Medical Apparatus in Primary and Family Health Centers (Family Medicine Center - QMF and Family Medicine Ambulatory - AMF).                       | 2025-2027   | 350,619.00 | Municipality of Drenas                            | QKMF            | DSHMS              | Improved quality of health services  |
| <b>Specific Objective 2.3</b>  | <b>Indicator (s) for Measuring Achievement of the objective</b>                                     |            |   | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b>   |
| Strengthening the Capacities of Health and Social Personnel  | <b>Indicator 1:</b> Number of doctors trained in ultrasonography                                    |            |   | 0%              | 30%                | 100%   |
|  | <b>Indicator 2:</b> Percentage of human resource reorganization to enhance institutional capacities |            |   | 0%              | 50%                | 100%   |

| Activity   | Implementation Period | Total Cost | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results   |
|--|-----------------------|------------|--|------------------|------------------------|---|
| <b>2.3.1</b>   |                       |            |  |                  |                        |   |
| 1) Training of Doctors in the Use of Ultrasonography | 2025-2027             | 7,500.00   | Municipality of Drenas   | QKMF             | DSHMS                  | Enhanced healthcare professionalism and treatment in compliance with U. A |
| <b>2.3.2</b>   |                       |            |  |                  |                        |   |

|   |   |                   |   |                         |                               |                         |
|---|---|-------------------|---|-------------------------|-------------------------------|-------------------------|
| 2) Completion and Reorganization of Human Resources for Optimal Utilization of Institutional Capacities | 2025-2026   | 16,876.00         | IKSHP AQH   | QKMF                    | DSHMS                         | Scheduled health visits |
| <b>General Objective 3: Improving the Quality of Education</b>  |   |                   |   |                         |                               |                         |
| <b>Specific Objective 3.1</b>   | <b>Indicator (s) for Measuring Achievement of the objective</b>                                     |                   |   | <b>Baseline</b>         | <b>Target 2025</b>            | <b>Target 2027</b>      |
| Modernization of Infrastructure and Provision of Advanced Technology                                    | <b>Indicator 1:</b> Percentage of schools equipped with new technology (computers, projectors, etc) |                   |   | 0%                      | 50%                           | 80%                     |
|   | <b>Indicator 2:</b> Number of teachers trained in using technology for teaching                     |                   |   | 0%                      | 40%                           | 70%                     |
| <b>Activity</b>   | <b>Implementation Period</b>  | <b>Total Cost</b> | <b>Funding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified)</b> | <b>Lead Directorate</b> | <b>Supporting Directorate</b> | <b>Results</b>          |

| 3.1.1  |           |            |              |     |                |   |
|--|-----------|------------|--------------|-----|----------------|---|
| 1. Modernization of Infrastructure and Provision of Advanced Technology  | 2025-2027 | 300,000.00 | Municipality | DKA | MASHTI,<br>DKA | Providing optimal conditions for teaching to enhance the quality of education.  |
| 2. Ongoing Supply of Schools with Modern Technological Equipment (Computers, Projectors, Tablets)  | 2026-2027 | 200,000.00 | Municipality | DKA | DKA, Donor     | Provision of regular digital infrastructure to support teaching and learning.   |
| 3. Construction of Specialized Classroom Laboratories for Full-Day Learning at Schools: "H.B, F.G, J.G, SH. G, F&I. K, A.B, B.C, D.D, SH. P, R.K, SH. P" | 2025-2027 | 306,036.00 | Municipality | DKA | DKA,<br>Donor  | Provision of structured digital infrastructure to support teaching and learning |

|   |           |            |                         |                      |                        |   |
|---|-----------|------------|-------------------------|----------------------|------------------------|---|
| 4. Adaptation of School Buildings in Arllat and Llapushtik for Nursery School Functionality   | 2025      | 300,000.00 | MASHTI,<br>Municipality | MASHTI<br>DKA<br>DIL | MASHTI<br>DKA<br>DIL   | Provision of early childhood education in compliance with current legislation |
| <b>3.1.2</b>  |           |            |                         |                      |                        |   |
| 5. Creation of NEW Educational Profiles Aligned with Market Needs   | 2025-2027 | 60,000.00  | MASHTI,<br>Municipality | DKA                  | MASHTIA<br>DKA<br>DZHE | Workforce preparation for the labor market                                    |
| 6. Development of Programs for Technology Integration in Teaching, such as Technological Laboratories                               | 2025-2027 | 16,000.00  | MASHTI,<br>Municipality | DKA                  | DKA                    | Establishment of digital infrastructure to support curriculum implementation  |
| 7. Development of Support Programs for Students with Economic or Social Challenges, Including Scholarships and Financial Assistance | 2025-2027 | 450,000.00 | Municipality            | DKA                  | DKA<br>Donor           | Facilitation of schooling and prevention of school dropout                    |



|   |             |              |                      |       |            |   |
|---|-------------|--------------|----------------------|-------|------------|---|
| 8. Construction and Adaptation of School Infrastructure for Children with Special Needs                       | 2025-2027   | 10,000.00    | Municipality         | DKA   | DKA<br>DIL | Provision of optimal services for students with special needs                 |
| 9. Construction of Nurseries in the Villages of Nekoc and Terstenik   | 2025-2027   | 2,000,000.00 | MASHTI, Municipality | -     | -          | Provision of early childhood education according to current legislation       |
| 10. Construction of Primary and Lower Secondary School (SHFMU) "Rasim Kiçina" Separate Branch in Shtrubullove | 2025-2027   | 2,000,000.00 | Municipality, Donor  | -     | -          | Creation of educational facilities in compliance with current legislation     |
| 11. Operationalization of the New Nursery Building "Ardhmëria" in Drenas and Komoran                          | 2025        | 1,500,000.00 | BE                   | -     | -          | Provision of early childhood education in compliance with current legislation |
| 12. Construction of Outdoor Sports Fields and Fencing   | 2025 - 2027 | 80,0000.00   | Municipality         | D.K.A | DKA<br>DIL | Establishment of basic physical infrastructure                                |

|  |   |            |              |                 |                    |   |
|--|---|------------|--------------|-----------------|--------------------|---|
| 13. Installation of Central Heating and Roof Repair at Primary and Lower Secondary School (SHFMU) "Xheladin Gashi- Plaku" in Komoran | 2025-2027   | 50,000.00  | Municipality | DKA             | DKA<br>DIL         | Establishment of basic infrastructure                                     |
| 14. Play and Recreation Area at Primary and Lower Secondary School (SHFMU) "A. B, J.G, XH.LL, 7 Marsi"                               | 2025  | 10,000.00  | Municipality | DKA<br>DIL      | DKA<br>DIL         | Creation of basic physical infrastructure for outdoor recreational spaces |
| 15. Continuation of Transportation Services for Students Living +4 km from School  | 2025-2027   | 268,989.10 | Municipality | DKA             | DKA,<br>DISHP      | Facilitation of schooling in compliance with current legislation          |
| <b>Specific Objective 3.2</b>  | <b>Indicator (s) for Measuring Achievement of the objective</b>                         |            |              | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b>  |
| Professional Development of Teachers and Implementation of Contemporary Teaching Methods   | <b>Indicator 1:</b> Increase in the number of accredited training sessions for teachers |            |              | 0%              | 30%                | 70%   |
|  | <b>Indicator 2:</b> Number of cooperation agreements for school projects                |            |              | 0%              | 40%                | 80%   |

| Activity   | Implementation Period | Total Cost | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results  |
|--|-----------------------|------------|--|------------------|------------------------|--|
| 3.2.1  |                       |            |  |                  |                        |  |
| 1) Organization of Training and Seminars for Teachers to Improve Teaching Methods and Incorporate Modern Technologies in Education | 2025-2027             | 70,000.00  | Municipality   | DKA              | MASHTI,<br>DKA,<br>NGO | Professional development of teachers for effective curriculum implementation (KKK) |
| 2) Continuation of Agreements with Private Businesses for Professional School Students   | 2025-2027             | 150,000.00 | Municipality,<br>DZHE,<br>GIZ  | DKA              | DKA,<br>Businesses     | Skill development for students in professional orientation                         |

|   |           |           |                         |               |  |  |
|---|-----------|-----------|-------------------------|---------------|--|--|
| 3) Continuation of Cooperation with Foreign Educational Institutions for Student Exchanges and Joint Projects to Enhance Education Levels | 2025-2027 | 30,000.00 | MASHTI,<br>Municipality | MASHTI<br>DKA | DKA,<br>International<br>Organizations | Career orientation<br>and acquisition of<br>best practices<br>through student<br>exchanges |
| 4) Training of School Staff to Work with Children with Special Needs and Inclusion of Educational Assistants                              | 2025-2027 | 3,000.00  | Municipality            | DKA           | -                                      | Provision of<br>optimal services<br>for students with<br>special needs                     |
| 3.2.2   |           |           |                         |               |  |  |
| 5) Continuation of Educational Programs Focused on Environmental Protection and Encouraging Student Engagement in Ecological Initiatives  | 2025-2027 | 25,000.00 | Municipality            | DKA<br>DIL    | DKA,<br>DIL                            | Raising student<br>awareness in<br>environmental<br>protection                             |

|  |  |           |                         |                 |                    |   |
|--|--|-----------|-------------------------|-----------------|--------------------|---|
| 6) Continuation of Developing a Clear System for Assessing and Monitoring Educational Performance in Schools, Assisting in Identifying Areas for Improvement | 2025-2027  | 20,000.00 | MASHTI,<br>Municipality | DKA             | MASHTI,<br>DKA     | Achieving high results and improving quality in the educational process |
| 7) Identification of Factors Leading to School Dropout and Development of a Preventive Program   | 2025-2027  | 5,000.00  | <b>Municipality</b>     | DKA<br>CSW/KP   | DKA<br>CSW/KP      | Prevention of school dropout  |
| <b>General Objective 4: Increase in Agricultural Production</b>  |  |           |                         |                 |                    |   |
| <b>Specific Objective 4.1</b>  | <b>Indicator (s) for Measuring Achievement of the objective</b>                                  |           |                         | <b>Baseline</b> | <b>Target 2025</b> | <b>Target 2027</b>  |
| Diversification of Agricultural Production   | <b>Indicator 1:</b> Increase in the area planted with vegetables and other agricultural products |           |                         | 0%              | 0%                 | 100%  |
|  | <b>Indicator 2:</b> Number of farmers supported with agricultural machinery                      |           |                         | 0%              | 42%                | 70%   |

| Activity  | Implementation Period | Total Cost | Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified) | Lead Directorate | Supporting Directorate | Results  |
|---|-----------------------|------------|--|------------------|------------------------|--|
| <b>4.1.1</b>  |                       |            |  |                  |                        |  |
| 1) Expansion of Areas Planted with Vegetables and Other Agricultural Products | 2027                  | 150,000.00 | Municipality, MBPZHR, Farmers  | DBPZHR           | Donors                 | Increase in areas planted with vegetables in enclosed environments                             |
| <b>4.1.2</b>  |                       |            |  |                  |                        |  |
| 2) Strengthening Advisory Offices for Farmers with New Technologies           | 2025-2027             | 1,000.00   | MBPZHR, Municipality, Donors   | MBPZHR           | DBPZHR                 | Training and advancement of farmers in new technologies and methodologies in agricultural work |

|   |   |                   |   |                         |                               |   |
|---|---|-------------------|---|-------------------------|-------------------------------|---|
| 3) Support for Farmers with Agricultural Machinery          | 2025-2026   | 190,000.00        | Municipality, Donors  | DBPZHR                  | Donors                        | Creation of more favorable conditions for cultivating agricultural products |
| <b>Specific Objective 4.2</b>                               | <b>Indicator (s) for Measuring Achievement of the objective</b>                                       |                   |   | <b>Baseline</b>         | <b>Target 2025</b>            | <b>Target 2027</b>  |
| Increase in the Value Chain of Agricultural Products        | <b>Indicator 1:</b> Number of processing facilities established for vegetables and livestock products |                   |   | 0%                      | 30%                           | 70%   |
|   | <b>Indicator 2:</b> Increase in the number of beehives provided to beekeepers                         |                   |   | 0%                      | 40%                           | 80%   |
| <b>Activity</b>   | <b>Implementation Period</b>  | <b>Total Cost</b> | <b>Funding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified)</b> | <b>Lead Directorate</b> | <b>Supporting Directorate</b> | <b>Results</b>  |
| <b>4.2.1</b>  |   |                   |   |                         |                               |   |
| 1) Support for Establishing Vegetable Processing Facilities | 2025-2027   | 15,000.00         | Donors, Private Investors   | DBPZHR                  | Donors                        | Improved conditions for vegetable preservation.                             |

|   |  |                   |   |                         |                               |  |
|---|--|-------------------|---|-------------------------|-------------------------------|--|
| 2) Support for Establishing Livestock Processing Facilities | 2025   | 10,000.00         | Donors, Private Investors   | Donatori                | DBPZHR                        | Improved conditions for dairy product preparation. |
| <b>4.2.2</b>  |  |                   |   |                         |                               |  |
| 3) Support for Beekeepers with Beehives                     | 2025-2026  | 10,000.00         | Municipality, Donors  | DBPZHR                  | Donors                        | Increase in bee colonies and productivity.         |
| <b>Specific Objective 4.3</b>                               | <b>Indicator (s) for Measuring Achievement of the objective</b>                              |                   |   | <b>Baseline</b>         | <b>Target 2025</b>            | <b>Target 2027</b>                                 |
| Expansion of Irrigated Areas                                | <b>Indicator 1:</b> Increase in areas covered by irrigation systems (in hectares)            |                   |   | 0%                      | 34%                           | 80%  |
|   | <b>Indicator 2:</b> Number of farmers supported in coping with the effects of climate change |                   |   | 0%                      | 34%                           | 80%  |
| <b>Activity</b>   | <b>Implementation Period</b>   | <b>Total Cost</b> | <b>Funding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified)</b> | <b>Lead Directorate</b> | <b>Supporting Directorate</b> | <b>Results</b>                                     |
| <b>4.3.1</b>  |  |                   |   |                         |                               |  |



|   |   |                   |  |                               |                               |  |
|---|---|-------------------|--|-------------------------------|-------------------------------|--|
| 1) Study of Opportunities to Increase Irrigated Areas within the Ibër Lepenc System       | 2025-2027   | 22,000.00         | Municipality, Donors   | Iber Lepenc Public Enterprise | DBPZHR                        | Increase in crop yields  |
| <b>4.3.1</b>  |   |                   |  |                               |                               |  |
| 2) Study of Opportunities to Support Farmers in Coping with the Effects of Climate Change | 2025-2027   | 20,000.00         | Municipality, MBPZHR, Donors   | Donors                        | DBPZHR                        | Reduction of harmful effects resulting from climate conditions |
| <b>General Objective 5: Development of Local Capacities in the Tourism Sector</b>         |   |                   |  |                               |                               |  |
| <b>Specific Objective 5.1</b>   | <b>Indicator (s) for Measuring Achievement of the objective</b>                                   |                   |  | <b>Baseline</b>               | <b>Target 2025</b>            | <b>Target 2027</b>   |
| Improvement of Tourism Infrastructure and Access to Natural and Cultural Resources        | <b>Indicator 1:</b> Number of cultural and natural monuments restored                             |                   |  | 0%                            | 40%                           | 90%  |
|   | <b>Indicator 2:</b> Number of activities aimed at improving access and accessibility for visitors |                   |  | 0%                            | 60%                           | 90%  |
| <b>Activity</b>   | <b>Implementation Period</b>  | <b>Total Cost</b> | <b>Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a</b> | <b>Lead Directorate</b>       | <b>Supporting Directorate</b> | <b>Results</b>   |

|  |           |            | donor, it should be specified)                 |    |                    |   |
|--|-----------|------------|--|----|--------------------|---|
| <b>5.1.1</b>   |           |            |  |    |                    |   |
| 1) Improvement of Infrastructure and Walking Trails in Kamenica Park – Gllobar Village | 2025-2027 | 500,000.00 | Municipality, Ministry of Regional Development | DI | DSHP               | Creation of walking and recreational spaces                           |
| 2) Improvement of Infrastructure and Walking Trails in Pishave Park – Komoran          | 2025-2027 | 450,000.00 | Municipality, Ministry of Regional Development | DI | DSHP               | Creation of walking and recreational spaces in Pishave Park – Komoran |
| 3) Improvement of Infrastructure for All Cultural Monuments                            | 2025-2027 | 800,000.00 | Ministry of Culture, Youth, and Sports (MKRS)  | DI | Municipality, MKRS | Easier access for all visitors.                                       |
| <b>5.1.2</b>   |           |            |  |    |                    |   |

|   |   |              |                    |                  |   |   |
|---|---|--------------|--------------------|------------------|---|---|
| 4) Preparation of a Guide and Digital Platform (Creation of an Informative Digital Map) | 2025-2026   | 10,000.00    | Municipality       | DK               | Directorate for Urban Planning and Environmental Protection | Tourist information and ease of travel planning, providing easier access for tourists |
| 5) Installation of Informative Signs  | 2025-2026   | 10,000.00    | Municipality       | DPU              | DZHE  | Clearer directions and detailed information about cultural and tourist monuments      |
| 6) Improvement of Sports Grounds  | 2025-2027   | 1,000,000.00 | Municipality, MKRS | Municipality, DK | Municipality, MKRS  | Completion of construction for sports facilities and grounds.                         |
| 7) Improvement of Infrastructure Leading to Natural Monuments (Caves)                   | 2025-2027   | 50,000.00    | Municipality/MZHR  | DI               | Directorate of Infrastructure (D.I)                         | Easier access for visitors to the Bear Cave and Warrior Cave monuments.               |
| <b>Specific Objective 5.2</b>   | <b>Indicator (s) for Measuring Achievement of the objective</b> |              |                    | <b>Baseline</b>  | <b>Target 2025</b>  | <b>Target 2027</b>  |

|   |   |                   |   |                         |                               |  |
|---|---|-------------------|---|-------------------------|-------------------------------|--|
| Promoting Cultural Heritage and Activities to Attract Visitors  | <b>Indicator 1:</b> Number of cultural and folkloric activities restored                          |                   |   | 0%                      | 40%                           | 90%  |
|   | <b>Indicator 2:</b> Number of activities aimed at improving access and accessibility for visitors |                   |   | 0%                      | 40%                           | 80%  |
| <b>Activity</b>   | <b>Implementation Period</b>  | <b>Total Cost</b> | <b>Finding Source (if funded by the Municipality, it should be aligned with KASH; if funded by a donor, it should be specified)</b> | <b>Lead Directorate</b> | <b>Supporting Directorate</b> | <b>Results</b>   |
| <b>5.2.1</b>  |   |                   |   |                         |                               |  |
| 1) Reorganization of the Traditional Folklore Festival, Including the Activation of Cultural Folkloric Groups with Competitive and National Characteristics | 2025  | 50,000.00         | Municipality, MKRS  | DK                      | Municipality, MKRS            | Promotion of cultural and spiritual heritage                                 |
| 2) Campaign for Cleaning and Protecting Natural Areas   | 2025-2027   | 20,000.00         | Municipality, Cleaning Company  | DSHP                    | Municipality                  | Cleaner environment and preservation of cultural and tourist heritage sites. |

|  |                      |            |                    |      |                                |   |
|--|----------------------|------------|--------------------|------|--------------------------------|---|
| <b>5.2.2</b>   |                      |            |                    |      |                                |   |
| 3) Enrichment of the City Library with Books   | 2025-2027            | 14,000.00  | Municipality, DKRS | DKRS | Municipality, National Library | Provision of a diverse selection of books and titles for readers.                 |
| 4) Construction of a Cultural Center Including: Offices, Library, Museum, Concert and Event Hall | 2025-2027            | 900,000.00 | MKRS               | MKRS | Municipality                   | Development of cultural and artistic life and enhancement of cultural capacities. |
| <b>Total Cost for All Activities</b>   | <b>55,428,155.10</b> |            |                    |      |                                |   |