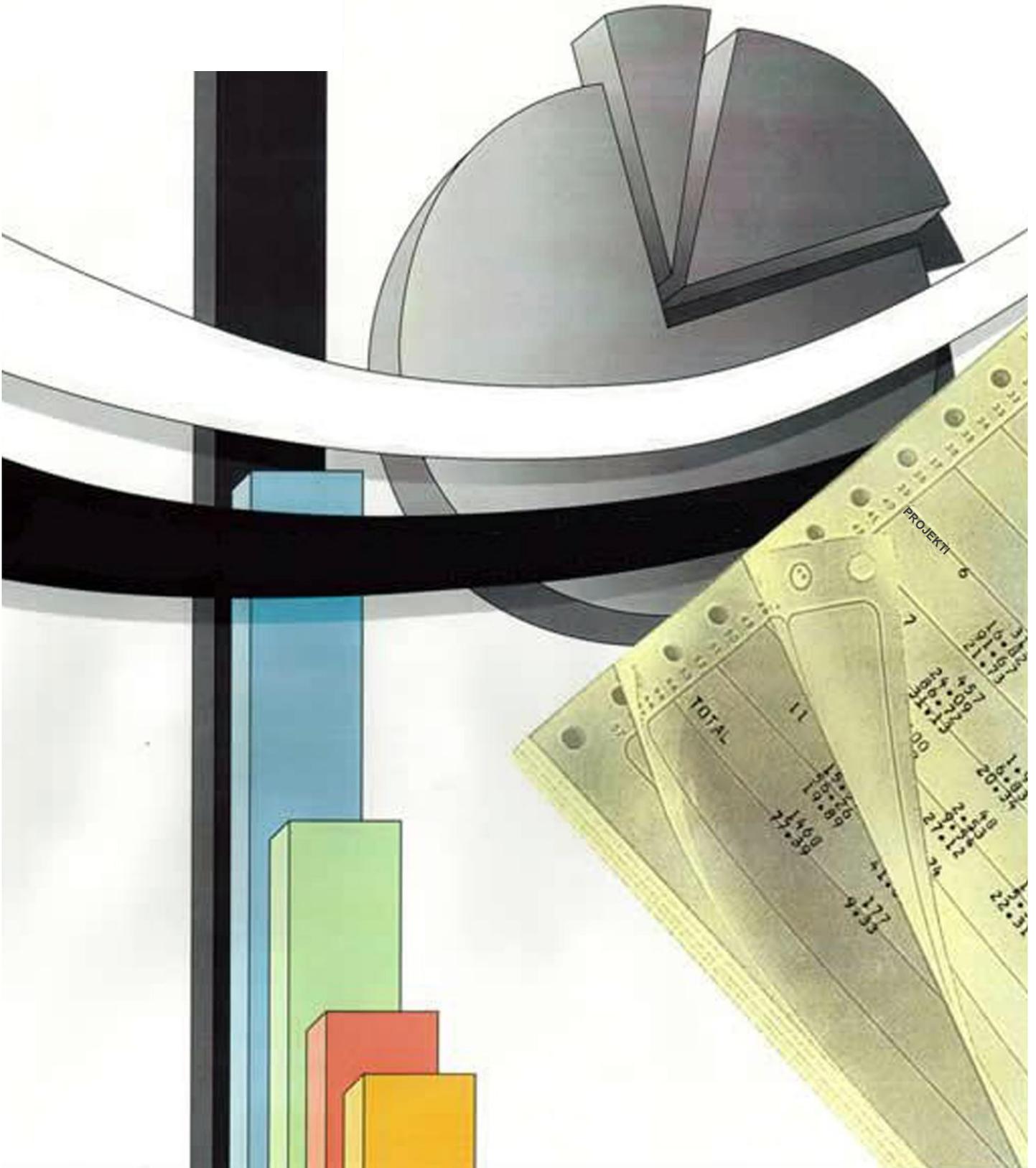




If I was a mayor





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"If I was a mayor"

Association of Kosovo Municipalities

Str. "Gustav Mayer" No.5

Prishtinë/Prishtina

Tel. 038 245 734

Fax. 038 245 732

info@komunat-ks.net

www.komunat-ks.net

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The message of AKM Chairperson,

It is a very special feeling when you have the chance to work for your own citizens. Therefore, for those citizens who have lived and worked together for years, shared forms and way of life in your locality and have common plans for the future.

Daily activities of local government show that many things can be adjusted and improved in order to have a cleaner city, with more parks, schools, flowers, playgrounds and create a simpler life for the citizens.

Association of Kosovo Municipalities has always inquired forms of citizens' participation into our Municipalities in order to increase citizens' contribution at the local government and to improve responsibility for these authorities to the citizens.

Hence, by this idea we attempted giving opportunity to the simple citizens and students that at least as a vision can reflect their ideas and in a direct way help us in our daily work which is dedicated to the citizens.

Association of Kosovo Municipalities is thankful first of all to the entire participators in this project. They contributed through their essays giving valuable thoughts that could be helpful for the Mayors of Kosovo Municipalities and could find possible implementation in their daily life.

We are thankful as well for the members of Evaluation Committee for their evaluations, through which we were influenced towards the best selections in order that the Mayors have in front of them different versions and ideas for their daily life.

Whereas in the end I wish that Mayors and other local leaders use this publication for their own and citizens of their Municipalities' benefit.

Dr. Bajram Rexhepi

Executive Summary

Prepared to be completely in service for Municipal Mayors, the project "If I Was a Mayor" seems like it gave its first effects since in the beginning. I'm talking about a stimulated debate that in the beginning wasn't even thought about. Therefore, if I was a Mayor, in fact what would I be engaged for?

Association of Kosovo Municipalities' project, which was fully supported by the Council of Europe, was realized within the defined period and plan. Initially were defined criteria for presenting ideas at the essay in accordance with the defined criteria of a good local government where the Municipality Mayor acts by implementing the law and fulfilling citizens' interests and requests. The basic criteria for essay were: a) leadership role, b) good quality of services for citizens and c) participation of the citizens in decision making process.

After announcing the competition and appointment of Evaluation Committee were defined also the selection criteria.

It is worth mentioning that one of the basic criteria for selection and receiving more points were: novelty, efficiency, quality, feasibility and sustainability of the idea.

In this case should be thanked Evaluation Committee with the participation of: Mr. Naim Ismajli – representative of AKM Board (Municipal Mayor of Shtime), Mrs. Rozafa Ukimeraj – Director of Department for Local Self-Government in MALG, Mr. Agron Maxhuni – independent expert, Mr. Enver Hasangjekaj – independent expert and Mr. Arsim Osmani – Project Manager.

The present project has accepted in total of 53 essays at the defined theme. After the evaluation from the members of Committee, we have achieved to select three first places: Mr. Gëzim Qerimi - 93 points, Mr. Ragip Gjoshi – 88 pints and Ms. Vjosa Ibishi - 87 points. We have also selected 20 other best essays that have been published in this publication.

As a continuity of the idea of this project and establishment of a familiarization between award-winning authors and Mayor, we have planned that the award-winning authors accompany the Mayor for a full day and help him in all decisions, work meetings, etc.

We will thank one more time the Council of Europe who supported this project and did not hesitate not for even a minute to help us in order to implement it, by conveying their experiences to us from many countries of Europe.

Arsim Osmani
Project Manager

1

First Place

GËZIM QERIMI - "If I Was a Mayor"

The role of leadership (Vision and strategy)

Knowing the challenges that Kosovo mayors have on local government, it is to note that one of the factors in good governance is the leadership that directs the government of the municipality. In this context, I should note that leadership is the basic role in preparing the final vision and strategy of governing the municipality. In this context, I, "if I was a Mayor", in the first place will establish a working group that would consist of best experts of our municipality. All experts of this working group should have their professional preparation and superior education in certain areas. This group, based on their professional knowledge and science, will draw up the vision and strategy of governing our municipality, for the four year period. It would be necessary participation of an international expert in this working group, as he could bring good practices of European governance. The vision and strategy will be fulfilled and re-formed by discussions with all categories of citizens that can express their suggestions on what should be the vision and strategy for the municipal government in this period.

My vision and strategy, in short points, would be:

A modern municipality with a continuous and sustainable development, based on good governance, in genuine partnership with the central institutions of the Republic of Kosovo, as well as with the international support and cooperation. My vision and strategy as a mayor would be: a suitable environment for businesses, strong entrepreneurships, based on private initiative to exploit resources in the field of agriculture, tourism, traditional products and services, accompanied by a local efficient and uncorrupted administration, which would provide good services for all citizens. Our government will support and will actively promote the enlargement of small and medium enterprises to increase the quality of citizens' life. Governance will be based on continuity development of entire policy, where will ensure political sustainability, security and order for all citizens, freedom of expression, the right of property, protection of all human rights and freedoms, sanctioned with international conventions, in particular would develop policies of positive discrimination for minorities that municipality has. Furthermore, priority would be development of households, social welfare, and health services. Education, culture and sports would be the pride of the municipality, showing the best development of our entire municipality.

Good quality services to citizens

(Innovation for improving services, transparency and fighting corruption)

- Efficient administration and public services, based on E-Governance, respectively digitalizing the entire municipal administration, which will offer online applications from home for birth certifi-

cates, identity cards, passports and all other documents.

- Digitalization of Municipal Court, where every citizen will have direct access to the case filed in Municipal Court: when the case is accepted, processed and what is the decision of the court.
-This digitalization of the municipal court administration, eventually, will fight organized crime that many times tends to corrupt even the municipal court, to the extreme cases, disperse of a number of files.

-All these actions will bring innovation to improve citizens' services, and will increase transparency of municipal structures in relation to the citizen. These actions, no doubt, would be concrete steps to fight and eliminate corruption.

Fighting corruption and transparency

The reason why corruption is flourishing in our system, mainly due to the lack of transparency. Transparency would be what would constitute the major step towards the society, with distinguished people for their integrity and value. In the framework of transparency, the municipality will strongly support and will work to establish local powerful and independent media, ensuring their independence, and not in any case devolution for personal interests or daily policies. If I was a Mayor, I will not understand my mandate without a strong and independent local TV, radio and at least weekly newspaper, and other independent media institutions, which would be in the service of citizens, regardless of who would be a mayor today and who will be tomorrow. This would lead to standardization of the governing way for the municipality. This transparency should be helped also from the request for a strong pressure from social groups in the country, for the isolation of corrupt people. Their concrete help would be publication of corrupt people lists, by identifying them. If this material would be considered worth, it should be presented at the entities for this purpose. Fighting corruption is performed in a widespread front, where the enemy is visible (the members of the municipal leadership and the judicial system) and invisible (the part of corrupt politicians, but who are in opposition, and numerous interest groups that are related to municipal structures).

Citizen participation in decision making

If I was a mayor, my project would focus on efforts to address one of the most important conditions for an open, transparent and accountable local government - involvement of citizens in local government. This initiative follows my experience and best practice acquired by the short study visit of local government in Norway, in 2006. This project will improve local governance through consolidation of the role of community in local decision-making processes, as well as through the establishment of an innovative model of cooperation between local authorities and citizens of the municipality, through a center that will be named "COMMUNITY" Center (Municipality - Municipality and - Community - Citizens). Meetings, seminars, forums and conferences will be held by the municipal leadership with all social groups, such as health, educational, economic, cultural, sports, youth, pension, and all other groups that may have the municipality. The aim of this center would allow citizens to participate in decision-making processes, influencing directly on the development and implementation of municipal policies.

The project aims to help also representatives of civil society and interested local actors to improve mobilization of citizens, voluntary activities and initiatives with broad base, in order to increase citizens' participation in local decision-making process on issues important to citizens and for the standard of their living. Cooperation between the municipality and citizens would be the main issue, which will focus the activities of the project and, for this purpose, municipal structures will serve not only to identify and articulate problems of citizens, but also for their solution through

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active participation in local processes of politicians and in their decision-making in the municipality where they live.

If I was a mayor, I cannot continue with my mandate without the necessary welfare for all citizens, where would be included: water supply without interruption using all human capabilities as well as water resources given by the Lord for the welfare of humanity; better roads; cleaner city; more parks and greener environments and culture administrative services. These are my essential ambitions that constitute my political motive of the program, if I was a mayor.

In conclusion, I, "if I was a mayor" will always work and will act by implementing the law and meet the interests and demands of citizens.

To make reality the vision of a mayor for effective and fair governance, I will be based in consolidating the reform of modern local governance, and based on an action plan oriented to the four aspects: 1. Constitutional; 2. Legal; 3. Institutional and 4. Practical.

2

Second place

RAGIP GJOSHI - "If I was a mayor"

"The darkest places in hell are reserved for those who maintain their neutrality in times of moral crisis." Dante Alighieri (1265 - 1321)

This sentence of the poet has motivated me to put in the service of citizens my intellect, experience and energies in these delicate times of building our new state. Additional reason to present my views on changing the municipal center views and its settlements; to change the style of local government; so far insufficient approach and inadequate strategy for economic development of the municipality; insufficient commitment to offer more efficient public services to be somehow like the western municipalities of any country or at least those in the region. Furthermore, somewhat special motive for my commitment as imaginative mayor are current legal solutions with more powerful competences for the mayor. As well as views in the center of the municipality with constructions without permits demanding the spirit of the future, waste in each corner, the streets and central city sidewalks and lights in the evenings that are not lightened for the fact that those responsible for their maintenance appear to have more "wise" work! My commitment on being the first of the municipality is the concern for the dust that is everywhere, the unscrupulous pollution of rivers, roads of the city and of the rural localities that are filled with different cavities and the thin layer of the paved road. These are some of the reasons that attracted me that through this public presentation to offer something new in the interest of the citizens of the municipality.

The role of leadership (Vision and Strategy)

Local elections are a good opportunity for citizens to elect a good mayor in order to serve them, to establish rule of law and order in the city. To be a mayor, I would bring my intellectual baggage in the service of citizens, who will manage more efficiently and rationalist the public money and municipal services. Once I would be elected as a new mayor, which will get the trust of citizens for local government, first will organize direct meetings with the voters and even working with the Program and with concrete projects to convince that I will extinguish provincial clans that have been destroying democracy and services for citizens. I will attempt to reconfirm credibility that I would undo clans and interest groups that have created strong structure of corruption in every segment, starting from contracts with various enterprises, tenders for infrastructure and all other, public property, construction permits, inspection services and other segments. Therefore, firstly I will have to convince citizens that a lot will be changed in relation to the responsibility that will be charged on me. To create in front of them an impression, also the belief that the newly elected Mayor will be relieved from a part of good staff of actual directors of municipal departments, directors of municipal enterprises and the regular return of municipal education, health and other services. Without the establishment of a management team with proven skills and professional ethics and credibility could not be fought corruption and will not eliminate failures, cannot be expected regular return in the city and the subordinate services. Considering that I will be a successful mayor as a leadership, because I possess a proven experience, with proven ability as leader in education-

al institutions, as a part of liberation army, as superior of the KPC, as publisher, as spokesperson of the municipality, as an older political activist and recently as a person from one of the most important departments in local government. My strategy will be build on my pre-electoral promises built on the basis of potential municipal budget, built on my willingness to take hard decisions and courageous to access in all challenges and problems that the local government faces today. On this basis, my strategy as a vision would focus: urban rule, linking all villages with paved roads, building schools and health facilities where they lack, the construction of water supply and sanitation in villages, building office centers throughout the municipality, care for the martyr's families and all social categories, care for sewage, public spaces, public lighting and local transport roads. I am convinced that through my work program and detailed projects approved by the representatives of the people in the Municipal Assembly could create the rule of law, order and stability, as well as efficient services for citizens.

Good quality services to citizens

The fact that the citizens directly elect the mayor is a real opportunity to make any changes from the previous leadership. Being a good judge of all the circumstances and the local government body, is a testimony that I will leave aside localisms, would leave aside parties' votes and the trust created as authority or others. My project as the new mayor will face fighting bureaucracy and non-efficient municipal services, low-level public services: public transport, drinking water, roads' cleaning, public lighting and many other services. Furthermore, innovation for the good of citizens would be the replacement of failures in the implementation of urban plans, the legalization of illegal buildings that do not harm the Spatial Plan and detailed urban planning. Releasing usurped public property, in favor of successful businesses but not in selective way and removal of construction permits for those who meet the legal criteria and not stalling them, will be committed to urbanization and finding donations for the Martyr's Families Neighborhood Project and KLA war veterans of the division dwellings without criteria. Thus, today's defects pushing us to think that we need a different approach, an approach that has to do with the interest of our daily life and future of the municipality. Also, in addition to regular meetings with the media and public will organize direct broadcasting of Municipal Assembly work, will organize debates and roundtables where will be identified priorities and concerns of citizens, will organize press conference and I will be open to the media. Meanwhile, in terms of fighting corruption, eradicating this immorality will activate the bodies of internal audit and will cooperate with the prosecution and justice, because it would open prospective to the future and economic development of the municipality and will reflect an example of good governance.

Citizen participation in decision-making

In order to hear the voice of citizens and especially of civil society will be collaborating with local NGOs so that they will be engaged in playing a more important role to aware the voters, because they need to be informed what the local authority requires. I as an elected mayor will work and will be dedicated to the citizens and my interest is to create conditions for citizens in order to have opportunity to participate in the work of the Board of Directors, Committee on Policy and Finance and other committees, to participate in the proceedings of the Municipal Assembly and in this way the citizen will be co-participator in the important decisions. In addition, for the civil society will create a good environment, to play an important role in the election campaign to investigate the past of the candidates, dedication to the city, their wealth (its origin), their reputations to the citizens, the community of artists, students and others. However, the past should be investigated and published for all nominees for the Municipal Assembly members. The fact that today we have members of the municipality with the dubious past, without citizens' reputation, member to whom the citizen is their last interest, usurpers of public property, building of skyscrapers without permits and other, that in no way deserve to be representatives of the citizens. I as a Mayor, after iden-

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tifying problems, according to the priorities will stop construction of new buildings without permits, harmonization of legislation and the issuance of secondary legislation (regulations) without violating the law on local self-government, and always having in mind the Law on access to official documents. I appreciate that it is time to have a communicative mayor and other clean and cooperative staff. I have to state that ignorance and rejection of reality does not honor the trust given by the citizens. Therefore, at any stage of the government during my term, I will be ready to face the citizen and the responsibilities assigned, and will make efforts that my profile as a mayor is a good model in the city.

3

ThirdPlace

VJOSA IBISHI - "If I was a mayor"

Taking into consideration the crucial importance that this theme has in the Kosovar society, and of course to see in itself the key elements the decisions and activities that I would undertake if I would be in such a position, has pushed me and motivated to address seriously with this interesting topic which includes the creation of imagination and placement of that imagination in possible activities. Mainly I describe the topic interesting and necessary to debate, because the current perception in Kosovo does not enjoy its citizens. In this short essay, cannot be presented all the necessary elements, but will show in focus some of the main.

Coincidentally, I read an interview given by the mayors regarding the treatment of this topic, which they categorized as unnecessary, to say the truth I would consider such, but not in the current situation.

The role of leadership (Vision and Strategy)

Kosovo is currently undergoing a transition phase, which highlights some elements, unnecessary for a new state such as Kosovo.

Several factors which are currently part of the process are prolonging the flow of our state they all relate to the role of leadership, because leadership is one that should create a vision and strategy to lead a municipality.

Leadership is the key figure and picture. Why call such- Because leadership has the opportunity of self-determination and to categorize itself. His self-definition is conceived as a mastermind in his desire if there is a willingness to maintain fairness and to work on the essential principle of being honest with its citizens, or determines himself to use his position for certain interests. If the leadership decides to work on principles of honesty, then quite easy, is created a vision and strategy.

Being mayor is an honor and responsibility. Honor for the faith given that in most cases is betrayed in the case of Kosovo, and given responsibility for the speech. To join those two components will mean to justify itself and the vote taken by the citizens. Since these elements are closely interrelated among themselves.

Strategy is created, in the case when is performed the identification of the needs of a relevant city. The strategy should possess the following components:

- Identification of problems and needs
- The possibility of their solutions,
- Providing means for the realization of objectives in the strategy.

The whole essential problem in Kosovo is that costs are not appropriately used, and priorities are not identified, and therefore comes to the use of incorrect budget lines.

So there are un-justified surplus at the end of the fiscal year.

What means that there is non-coordination of demands for budgetary resources. At this point the

role of leadership has great importance and impact, because additional budgetary resources are required while there is still surplus, which brings to the conclusions that there is not rationality of expenditures.

Good quality services to citizens

In this part of the topic I will address several key elements, because it is impossible to deal with problems of a city in a short essay, but I will mention those that are most essential in meeting the obligations that the local leadership has to the citizens.

- Public administration, public services that means security, economy, health, education, implementation of construction rules (according to urban plan), public property and its management, environment and waste management

Here should be incorporated all citizens, but power is the one that sets the rules. Therefore, holding awareness campaign, infliction of fines, putting containers and their continuing monitoring, I believe that the situation would be different from the present.

- Infrastructure - Roads Construction - Capital Projects - Decentralization of central governance through the areas of the city. I would mention here the existing local municipalities. Knowing that issuing documents is not the total responsibility of the municipality but the municipality should establish cooperation with the institution that issues documents in the municipal building, to become decentralization through local communities and elude long waiting and excessive bureaucracy in central municipal facility.

This causes inconvenience to all citizens and undermine the image of city specifically its leaders.

- Social Support
- Care to the martyr's families,
- Care to pensioners,
- Care to persons with disabilities,
- Transportation
- Traffic signs
- Parking (a challenge for the capital)
- Protection of cultural heritage,
- Care to youth.

Participation of citizens in decision-making

Participation of citizens in decision - making is a challenge for local leadership, because there are difficulties in linking between government and citizens.

However, I think that their communications would be conducive for developments in the relevant city.

I think that forms of citizens' participation in decision-making are categorized in direct participation that implies emergence of citizens to vote (or referendum) on a certain matter of great importance to the city, and participation in decisions through municipal councilors elected by the citizens. In addition, public discussions on major issues that are part of a city, however, I think that should be taken also the opinion of the citizens, because the merger of ideas from ordinary citizens who daily faces these difficulties, will be more efficient and fruitful. So at this point, I think that citizens can give ideas and opinions, and in this form they become the indirect part of the process and participants in decision making. Currently, their participation is not satisfactory, because even if a public debate is organized, lacks the appropriate way of information and propaganda. Positive essential factor of citizens' opinions is because each day they affect problems of their city, and practices have demonstrated that being out of the political function or leaders makes you think differently and this brings positives steps in making decisions.

4

DRITAN SHALA - "If I was a Mayor"

The role of leadership in my municipality

This essay deals with a simple language the notions of leadership, management, service administration and their interrelation with the locality. In this line, it deals with concepts of vision, policy, strategy, action plan and public participation. In addition, the essay explores the role and importance of cooperation between society's leaders for overall development of local community / municipality and is concluded with a list of recommendations.

Often happens to hear the notions "leadership" and "management" used as synonymous to each other. However, they are different, even though they have features in common. Leadership means leading and representation of a group, community, organization or country. General characteristic of a leader, male or female, is the ability to project the future based on the circumstances, knowledge, skills and experience, first, his / her vision. It is expected that a good leader shall introduce voice and interests of those who believe, be able to hear them, operate, and leads them to travel together toward the common vision and values. While a good leader creates everything, a good manager or coordinator maintains and brings out what has been achieved. In metaphor, "the manager is like the dog that goes after the rope of the owner." If the dog (the manager) is as good as the owner, it is easier, though not without challenges coordinates the action of his administrative, production or service staff, as well coordination of processes of services, production, and regulation of internal functioning of organization - the institution. While the word "administration" means the occupation of a mundane category of employees in detailing and implementation in practice that what has developed leadership and management, by having efficacy and efficient service to the citizen -community, thus fulfilling objectives set by a visionary leadership turned into policies and strategies by a good prepared management.

Now, let me explain a little bit the abstract concepts of "vision" from which come other concepts as "politics", "strategy", "plan" naturally however is devoted to community are a reflection of thoughts, their needs and goals realized through their direct participation of individuals - community and of their representatives. Vision is a point on the horizon, a situation intended to be achieved, be valued as an ideal, though almost never achievable, but always aimed to be achieved through planning and continued work. It can be understood that the vision of a leader and community ideally is expected to be unified.

In fulfillment of the vision, in collaboration with the leadership, management has a higher importance in determining the objectives that by nature are more specific than the goal and vision; they must be real, measurable and achievable within a prescribed time. Goals that in themselves indicate intention to change the situation from a current level to a higher, i.e. "Increase the participation of Municipality of Peja's citizens from 30 to 70% within a year." Hence, for each objective should be draft an action plan based on a municipal strategy and policy development. There are distinguished sector and inter-sector policies. Inter-sector approach achieves higher qualities even though may be longer and complex processes, but it is worth in time investment, consensus and means. So after giving the right orientation of the prosperous processes that are disassemble further in one or a number of sector's strategies, which in itself shows the way of achieving the goals and vision of the community.

In this simplicity process, local action plans are documents in which are identified specific actions, indicators of achievement and impact, human and monetary means, holders and partners as well

as the timetable for their realization. Realization of the plan should be continually monitored and evaluated by a mechanism created in advance, as by the holders of these plans (local authorities, civil society, and business) and from interest groups, including the political position and opposition. Moreover, research and assessment of independent institutions, local and international, including "friendly comparative" assessment, municipality to municipality within the country or with any other country through twinning of municipalities with similar characteristics. Ministry of Local Government Administration has special significance in the collection, processing and offering of statistical information necessary for drafting policy development, to determine the level "zero" or starting point. The use of statistics enables the comparison of success within themselves, with other municipalities, with national objectives and indicators as well as for comparison with the municipalities outside the country.

Now let us throw a little light on the importance and ways of involvement and cooperation of the interest parties mentioned above. The need of cooperation and inter-sector exchange is already evident. To achieve this, are needed cooperation mechanisms and inter-sector and inter-institutional coordination. Inter-sector collaboration initially means coordinated action of sectors - such as departments within a municipality and involvement through forums and thematic working groups, representatives of civil society, business, and experts enabling and encouraging direct participation of the wide community through consultation and public hearings during the planning process. As well as in decision making while influencing them and be informed especially about things related to them, including marginalized groups where their interests must be taken into specific consideration since the creation of community vision, planning and changes.

Knowing the current situation in general and with particularly in the municipality of Peja, ASRD recommends the following practical actions available to all:

The municipality should promote and improve public relations through the organization of:

- Information and reporting meetings on the work of the municipality;
- Public hearings on draft legislation and other issues affecting the lives of citizens;
- Meetings with citizens on giving priority to projects based on their own needs / requirements.

Improvement of service delivery to citizens could be cultivated through

- Continuous communication with citizens according to the principle "customer at the center"
- Facilitating access to services (host centers for citizens' services, etc.).
- Opening of the offices of former local communities and others according to the needs of being closer to them, and
- Encouragement and support of representing structures of neighborhoods and villages as "leader of the Neighborhood / village" (man or woman), etc, Completely apolitical basis to connect the broad base of community with local authorities, to articulate and represent their interests and serve as the focus point / contact information to all concerned.

In order to raise the image of the municipality and community and in order to have a Good Governance there should have inclusion and establishment of relations between the Government and others.

Finally, but equally important is the use of media as a strong ally of the community by inviting them to press conferences and equipping them with communiqué and relevant information and encourage them to do independent research and information work in service community.

5

MALIQ MALIQI - "If I was a Mayor"

The role of leadership

The role of leadership can be defined as the individual's ability to influence at other people so that they cooperate and contribute on oriented efforts to the realization of certain goals.

Effective leader becomes when the perception of the leaders on its authority is similar to the perception of others on the authority of leaders.

Relying on the meaning that leadership is a person's ability to influence at the others so that they interact in the demand to realize the joint goals, it thus appears that leadership is an integral part of management.

Authority leadership can be formal and informal. Official Authority relates to the position and not to the staff, because staff should be understood and observed as temporary holder of function or rank. Briefly, official authority is a position and not a person.

Informal or unofficial authority represents in essence a personal authority or "charismatic." Such authority has no basis or official source arising from the position or function, but in fact represents real leadership. Such leadership realizes this and in most cases with the "withdrawal", "magnetism" phenomenon or other components stemming from the complexity of the person and not by the position. Charisma actually represents leadership features that have qualities that create such opportunities for loyalties, credibility and enthusiasm for those who follow. Rare are those who possess great attractive and magnetic skills, because of personality and of human personal compactness and not because of title, position or rank.

Good quality services to citizens

Actions for achieving a good quality are:

- Effective organization of the local Directorate at first point human potential and the degree of responsibility of each employee in the local entities;

- Establishment of a local agency for development of special services for the development of agriculture;

- To strengthen the role of local community by motivating work of the responsible body in order to have more active involvement of every citizen in the decision making process;

- With the instruments of cooperation to achieve balanced political life of citizens in the territory of the Municipality with awareness of the common interest elements and creating interest synergy for the joint benefit;

- To establish a clear and realistic development strategy of businesses and NGOs sector defining the role of local leadership in this process;

- To define clearly the strategy of "external relations" and to delegate the authority dealing with the treatment of sectors such as:

- Education: monitoring and achieving success

- Diaspora
- Economic sectors: economy, investment and savings
- Cooperation with surrounding municipalities, cooperation with other municipalities.

To achieve the above measures, the first step is the key policy of the frameworks that will be based on methods of managing human resources. This collaboration with the intellectual potential and experience must be built based on absolute trust and responsibility in accordance with democratic principles.

Citizen participation in decision making

- Ensuring functional participation of citizens in decision-making at local level by strengthening the status of the local community and putting professional structure through the role of the mayor.
- To work actively in the projects' planning in all segments of the municipality development, to provide elements of monitoring and information.
- Entirely, causes of corruption must be eradicated and further preclusion of such actions.
- To do the strategic development audit plan of the municipality and based on realistic and achievable goals and all the capabilities of the municipality should be dedicated to the realization of those goals.
- Ensure a responsible relationship between the appropriate governmental bodies with citizens.
- Actively working to stabilize international relations in the territory of the municipality.
- To work permanently to increase the budget of the municipality.

Cooperation with agricultural producers

It is necessary to establish an agency for local development as a center of agriculture services, which in dynamic way will work to accelerate development of all agricultural sectors, based on natural and human capacities of the municipality.

- To develop a clear agriculture development strategy and to use of all potentials in achieving strategic goals in this area
- In accordance with the development plan, development team, associations, farmers and others, based on serious projects documentation to provide various funds with long-term financing (loans and grants) for starting up or expanding the production
- To enable the permanent education and information for agricultural producers

Working with travel agencies

- Establishment of the local tourist office with a clear development and promotion plan
- Identification of existing tourist resources and other capacities of the municipality

Working with youth

To establish a mechanism for communication with young people and to support organizations of youth through non-governmental organizations.

6

RREZEARTA REKA – “ If I was a Mayor”

Citizen participation in decision-making

Strengthening local communities, as a sustainable mechanism of civic participation in decision making

Introduction

Participation of citizens in decision-making is considered to be as a “collective good” (Dunn, 2000, pp. 245). Therefore, the implementation of policies aimed at enabling, promoting and practical implementing and not only the formal of this participation is a political process that undoubtedly requires great dedication in planning and design of implementation strategies.

When we talk about citizen participation in decision-making, we must constantly distinguish between the positive and negative participation. Negative participation as a concept and citizens mechanism to influence in the policies of central and local level is unknown to the citizens of Kosovo. This negative participation is expressed in forms such as protests, discontent demonstrations, strikes and gatherings of citizens.

This happens because of legal uncertainty (with the existence of the immeasurable volume of regulations, guidelines, statutes, etc. that guarantee citizen participation in decision-making), lack of democratic traditions (long communist regime, highly bureaucratic administration, and above all discriminating against certain ethnic groups), inappropriate education on forms of civic participation. Therefore, there exists a prominent need to adopt genuine mechanism of a positive participation of citizens in decision-making, through the empowerment of local communities that would serve as a sustainable mechanism through which later could be intervened in improving services to citizens, strengthening the role of leadership for the citizens and making joint decisions of importance to all.

Therefore, below is recommended an action that would combine the following structure:

Recommended Alternatives

Development action and empowerment of communities at local level

Implementation of the recommended alternative should be a focus for a pilot-municipality and a pilot-district that has the basis to accommodate the implementation. The purpose of this alternative is to merge a stable legal framework with a practical mechanism to raise the participation and involvement of citizens in decision-making, starting from the main concept, that participation is a collective good. Such a legal framework should be practical, clear, comprehensive, concise and easy to understand and implement. Within this framework then, certain provisions should ensure the establishment of new structures, as the Commission for Strengthening Community and Local Community Boards (similar to local communities, but giving more powers and resources to function), which would function through the neighborhood. This approach could bring closely not only with citizens in general, but with a certain community, with specific needs and requirements clearly specified. However, the same legal framework should be provided as budgetary allocation for the Municipal Local Boards.

Following the approval of this framework, should begin the process of training for the establishment of Local Boards of Community (or Communities), based on “wise practices” (Osborne and Plastrik, 2000, pp. 487-489). Action development should bring a group of actions taken by the Ministry of Local Self-Government, which would provide the necessary tools to motivation, such as support for municipalities that encourage citizen participation in decision-making.

The idea of empowering communities comes from the mentality of the citizens to organize in “elderly” in order to obtain a decision important for the whole community.

Communities at the local level will be organized through the Community Boards that will be led by the respected members of the Community and by one member to be appointed by the Municipal Authorities. This board would function through the allocated municipal budget but why not also donations from various agencies, private businesses and supporting initiatives. The role of these boards would be to amplify self-initiative, encouraging projects for communities and the normally reduce loads of municipal authorities for the providing efficient services.

The cost:

Expenditures for education and lobbying activities; process of drafting appropriate policy; creation of new structures; funds for training; funds for the Community Boards at local level (offices, staff, expendable materials, etc.), expenses for research before and after implementation of this alternative (monitoring, etc.); funds for inclusive programs; rewards for municipalities (such as the Municipality of the Year, the most influential community); costs for the visibility of the initiative (periodically media campaigns, which will serve as motivation for other communities in other regions).

Effectiveness:

Successful education and lobbying; drafting and approval of policies to strengthen the communities of local level; foundation of the Commission for Strengthening of the Community Boards and the establishment of Local Boards of Communities; research; greater effectiveness and sustainable.

Implementing partners and stakeholders:

- Communities and citizens in general;
- Municipalities of Kosovo in general and in particular Pilot - Municipality;
- Pilot - certain neighborhood where will be implemented the Local Board of Community;
- Ministry of Local Self-Government;
- Ministry of Finance;
- Parliament;
- International institutions, NGOs, donors;
- Private businesses.

Goals:

- Approval of a unified framework on empowerment of communities at the local level;
- Increase of the level of citizens’ participation in decision-making;
- The adoption of positive participation instead of the negative;
- Bringing closer local government to citizens;
- Achieving transparency and accountability in local government to the citizens;
- Increase of the satisfaction level of citizens with municipal services;
- Coordination between implementing partners and stakeholders.

Therefore, the recommended alternatives would combine legal basis that would allow citizen participation in decision-making, comprehensible to all, through the creation of local boards, in certain neighborhoods. This is because only specific neighborhood residents will know the best priorities, gaps and needs of the respective neighborhood, garbage collection, a playground for the neighborhood children, etc.

7

SKENDER LUTFIU - "If I Was A Mayor"

If I become the Mayor of Ferizaj in a two-year mandate, I will do what is possible that the city of Ferizaj take a completely different physiognomy. Taken into consideration the problems facing its citizens, and based on income and budget of the municipality, I would try so that on a more rational way to use taxpayers' money in various capital projects that will directly affect the lives of the citizens of this municipality.

The first step that I would do is starting a work based on universal principles such as rule of law, accountability, transparency, fighting corruption, respect of public money, and above all respect for every citizen. Bearing in mind that with their votes, I have this post and I have a moral and civic obligation to be in service to citizens at any time.

As every city Ferizaj also faces a whole range of problems, their solution requires a great work and willingness, when you have the modest budget compared to emergency requirements.

Among the capital projects that I would do during the two-year mandate would be:

- Solving the problem of the railway;
- Investing in infrastructure (in the streets, sewage, water supply etc.);
- Stimulating various investment in small and medium enterprises;
- Investing in different cultural-educational facilities (construction of the city's theater building and building of a modern facility for the City Museum);
- Investing in agriculture;
- Special care and treatment for war invalids, martyr's families and pensioners, not forgetting here and other layers of society;

To solve the problem of the railway that divides the town in two presents difficulties in trafficking and permanent danger to passengers (where some people have died), I think that its solution may be removal of the rails from the city and deploy them somewhere outside the city. Nevertheless, the inability to remove the rails from the city, then there urgently must be established passageways in many points where citizens will use them every day.

As a priority in my mandate will be road infrastructure investment, taking into account the number of residents and the city's rapid growth especially after the war. Problems with the traffic because of the intense traffic I think that would be a valued work adjustment. Expansion of roads in the city concretely "Ahmet Kaçiku" street to be with two ways and also roads to enter the city from the direction of Prizren, Prishtina and Gjilan, the expansion of which would open traffic to the greatest extent and would open the free circulation of the citizens. Afterward, constructions of new roads in international standards including 9 meters width, the sidewalks for pedestrians, road lighting, etc. On the existing streets, I would regulate pavements since they are in miserable condition because of various works that have been made in recent years. I would regulate water supply in those neighborhoods where is no network.

Also to sewerage network would consider a special significance not only in the city but also in all the villages of the Municipality of Ferizaj.

Regarding the third point will try to cut taxes for small and medium enterprises as a measure for

incentive and would create infrastructure and other facilities for a more successful activity.

For the importance of cultural and educational facilities would not stop because all citizens know it, but would add something that Ferizaj is among the largest cities in Kosovo, the lack of theater facility and establishment of the city's museum is more than necessary, knowing the cultural tradition that this city has. However, projects in this field will not only be completed with the construction of these two facilities, but by working also in existing buildings, etc.

Agriculture during my mandate will be a key part in my projects because it is very important. Furthermore, I will try to help all farmers through investment in building of mini-factories for milk products that will establish new jobs and investments in other segments that will affect directly in stimulating citizens to deal with agriculture. For this purpose will work in the regulation of road infrastructure, so there will be no major movements of citizens from the village to the city, because then leads to abandonment of the village and increase the unemployment number in the cities.

A particular attention undoubtedly deserves the war invalids and martyr's families because they are the postwar most neglected level, as I think they were suppose to have a particular treatment.

These are only some of our priorities that we think should be resolved during the mandate that I would have as a mayor of Ferizaj, because we have more detailed plans for other areas such as: Medical, Culture, Education, etc..

8

VISAR KRASNIQI - "If I was a Mayor"

By gaining the trust of citizens, the first work that comes into my mind is organizing a plan of action for cleaning and removal of city garbage. I can foresee the difficulties, but I would finish the work successfully. As support during my work, I would make neighborhood-to-neighborhood campaigns, talking with habitants to raise awareness for a cleaner environment. Perhaps this should be the vision and strategy of a leader / mayor, who would gain the trust of its citizens, perhaps this would be the key to success for successful and efficient governance.

Is it simply to achieve success? I think it is. Pragmatic approach to any problem would enable this.

Trying to dismiss from citizens the illegal actions, constructions without permits, usurpation of property, which degrade and destroy a city, would launch another project to inform everyone how to perform the services in the Municipality. While would encourage the employees to a mobilization and bring in line with regulations in force.

Weekly meetings with habitants of the city would be the main part of my work. Just listening to their concerns I will be worthy in government, not a leader who ignores the problems they face.

Anything that relates to citizenship, as a mayor would stimulate me to react in time and efficiently resolving their problems. I would welcome any information related fighting corruption, something that goes wrong with the regular public municipal contracts, tenders, infrastructure, occupying public property, building permits, service inspectorate ... while the job motto would be: Everything transparent. I think, everything in itself that contains seriousness, the success will be guaranteed.

Nobody could stop me to ask the companies for streets maintenance to clean roads every evening, take care of streets lighting every day, each administrative officer to perform the work that it belongs. If necessary, those responsible for traffic lights would care for each day for their maintenance. For all these, should be needed determinedly, ideas and creativity. Quality in service is not measured only with finances, but with dedication. Seriousness in the work will persuade citizens for a secure European future. Mayor of municipality is not enough only to have the appointment and it is not enough to say that they are no means. A good project will promote the support of residents, who are the exact correctors. Therefore, I might say that each municipality must need a Mayor, who is willing to take bold decisions and face challenges.

Making a contract with citizens does not mean solution of problems. The work starts right here, the challenge to justify the ballot given, for which should be given responsibility. Municipality does not need a bureaucrat Mayor, but a mayor who knows to take decisions, such as serious, in certain moments. That knows to challenge even those who do not want the good for the city. As I said above, the continued conversation and allowing the participation of citizens in decision-making will give more opportunity to take all decisions easier. However, closer co-operation with civil society, media would provide more convenience in solving problems.

At the end, I say it is time to have a Mayor who knows to communicate with everyone. It is time for a man who gives the meaning of the name Mayor.

9

GANI ISMAJLI – “If I was a Mayor”

The role of leadership

The post of the Mayor is the central position, decision taker that in support of the Municipal Assembly and the municipal directors in his cabinet decides all matters relating to the municipality in general, based on applicable laws.

Vision - we will have effective institutions to serve the local implementation of policies in the interest of the functioning and development of the pleasant life of the citizen, in the administrative area of the municipality.

Mission - the implementation of development programs in the interest of citizen and community, with the aim of developing a normal life, in the prospect of raising the welfare for them and in the entire administration of the municipality.

Activities

- Analysis of existing situation that has to do with the efficiency of the implementation of the foreseen programs for all services that cover directorates of the municipality,
- Harmonization of actions in accordance with legislative decisions taken in the assembly of the municipality, or the central institutions,
- Appointing directorates within the designated time period at all levels to become the division of responsibilities (job description) for personnel involved,
- Obtaining feedback from the various organizational structures such as BL, communities, representatives of economic entities, charities, etc, on finding the existing situation and needs for interventions through municipal services, or co-operation in realization of concrete projects.
- In cooperation with the municipal directors, under the management of the Directorate of Budget and Finance will be prepared budget proposals,
- Harmonization of action plans with other municipalities of the region and country level,
- Representation of the municipality's interests in relation to the central institutions of the country,
- Representation of municipality's interests in cooperation with international level and institutions of different levels and fields (municipal, governmental, etc.),
- Building the professional level of municipal administration, inspectorates services, in order to increase efficiency,
- Supervision of detailed projects designs and their priorities in categorization, also for each project sought to become the action plan,
- Cooperation with the central level as with MLGA, and other ministries for interaction in implementation of projects in different areas and establishment of commissions for the division of duties between subjects and monitoring the implementation of the relevant programs,
- Introduction in time to the public and relevant factors of the projects that the municipality intends to execute,
- Research of alternative possibilities of funding projects; donations, co-funding, concessions, borrowing or other forms that are evaluated as efficient,
- Monitoring the efficiency of performance of services by public companies, contracted and taking measures for their non potential efficacy,
- Service of procurement in the municipality to manage works in a professional and very transparent manner,
- For the process of tender regularity in order to provide information by individuals and entities that have knowledge on tendering procedures for concrete work,

- Supervision of committees to inspect the implementation of all phases of the concrete project and reporting information in details on the progress of the implementation by the entity that is responsible for monitoring,
- Taking measures for the contracted persons that do not meet obligations to the contract,
- Taking measures for high-level and transparent functioning of services of inspectorates and amplifying inspectors and personnel staff motive, depending upon the level of interest of the municipality and the risk degree on performing the work,

Assessment of staff, committees and other entities within the Municipal Assembly to be based on efficiency of carrying out the tasks, based on the responsibilities that the job description has.

The above mentioned activities make that the Mayor have the situation in his hand and takes steps on necessary issues in time and in harmony with interests of achieving the specific program. Gaining the trust of the citizens for the correctness and the ability of municipal bodies to manage the assets, which are their inputs (fees and taxes), would be their main goal, but this will be achieved in a close cooperation with citizens, neighborhood, economic and non economic entities operating in the territory of the municipality, and other subjects.

Opinion will be notified about the activities taking place in the municipality, the effectiveness of plans implementation, goals and methods of implementation of concrete programs, operation of municipal services network, announcing punitive measures for those who violate the law (illegal construction, Failure of tax obligations, usurpation, etc.). Stimulations and other forms regression of interest activities, cooperation with the community in identifying possible irregularities in the implementation of projects or regular services, (this will be carried out in a close collaboration with people and entities who can provide evidence of irregularities during the conduct of any project or service, whether in infrastructure, committing inspection services, for companies contracted to work through the municipality, and all other municipal services).

Cooperation with citizens will augment the effectiveness of conducting activities for their interest, the community will be a supporting entity in all phases of program implementation, many projects will be developed in co-funding with community and their representatives will be part of supervision of the implementation, which is their direct interest. Other form of communication with citizens will be the electronic mail where will enable citizens to express opinions, requests, comments on irregularities of services performing, etc. It is also necessary organizing gatherings and other forms of meeting (time-after-time) with citizens to discuss issues that are of interest to them.

For the implementation of its policies municipality must make understanding agreement for cooperation with the Ministry of Interior, Transport and Telecommunications, Health, Education, Labor and Welfare, Environment and Spatial Planning.

10

ERALDIN FAZLIU - "If I was a Mayor"

To be powerful means having the ability to impose to others things that in reality will not be done. This is the classic definition on power and in this case, I would like to make a change in the definition. I think power does not give the right to impose on others things without their will, instead coming to power must be coordinated with the will of citizens and fully respect the responsibilities that you have received from citizens.

My liberal approach consists in the faith, in values and human individual freedoms as un-contested rights.

To govern a municipality, I consider being one of the greatest privileges and honors that you ever had, but a high responsibility for those who believe in your values, beliefs and program in the election campaign.

The arrival in power can be accomplished with all vicissitudes, but holding the power in accordance with what you have proclaimed and implementation of policies that will affect the growth of living standard and social welfare of citizens, may be one of the biggest challenges that you ever had.

In addition, I would like to present some of the ideas and strategies that I would apply if I will sit on Mayor's chair.

If I become a Mayor, I would make an appointment with the future staff, where I would request an overall commitment to achieve common goals and objectives. This may be one of the many other indications that the teamwork will be priority, because I think we are used to a trend of elite leadership, which style is very detrimental to society.

I would continue to identify problems of citizens that do not require high budgetary implications, but can significantly change the quality of citizens' life, the problems that require a push and overall will. Pursuing this policy will establish an office, which would deal with the negative affects, which burden our city, such as corruption, nepotism, non-transparency of municipal officials, de-bureaucracy, etc. In terms of increasing transparency, public administration is a Resort, where would require change of approach, creating administrative facilities and leaving aside the unnecessary bureaucracy. Knowing that our city has a massive people living abroad- Diaspora, I would establish a seasonal office, which would serve, as additional capacity to create opportunities for our Diaspora in order to have more intensive care by our administration for issuing of the necessary documents. Such facilities do not require higher budgetary implications but increase our citizen's credibility in our administration or leadership. If I would become a Mayor, I would set one of the weekdays to meet with citizens, to hear the concerns, at the same time seeking alternative solutions. That would be a good opportunity to be close to our citizens, giving them reciprocal message for their problems.

In the decision-making process, in most municipalities of Kosovo, we have a small participation of citizens in this aspect, and the quote of the Great Frederic mostly replies to decision-making state "My people can say what they please and I am to do what I please". So, in this context I would like that on the day of crucial decision making, to have open debates and on these debates can be issued different suggestions and recommendations and if they are rational shall enter into decisions, and

not to remain this meetings as formal and decisions to be taken from a vicious group of people. Decision-making is one of the main segments in the conglomerate of democracy elements, therefore the promotion of citizens participation in this process would be crucial.

Depoliticizing is another project, where I would be engage with all my energy, starting point would be a requirement for citizens to present any case, where because of politicization of any process are ignored. Such discrimination would be unacceptable in our management. Within the development of relations with the media, I consider that we should have a re-consolidation and have a more open approach in relation to the media, allowing them non-influenced and independent information. Often happens that the media are tools of power, and then editorial independence is lost by alleging in non-independent information.

Our City outwardly, appears to be very beautiful, because of Luboten and Sharr mountains view, it puts in a very good geographical position, but the internal situation in the city due to contaminant is very alarming. Resolving this problem requires a long-term strategy, and in this context will initiate the creation of an educational program, which will be used in the preparation, and awareness of students for a cleaner environment. Taking different initiatives for cleaning contaminated areas with citizen's participation and making this topic actual, I have the impression that it may have a very positive effect in order to have a cleaner and greener environment in public areas.

Another serious problem is the institutional approach to the youth of our city, there is a lack of good organization and a lack of ideas to get out of this way. Lack of such orientation makes in most cases to found our youth in coffee-bars of the city, on the other hand are significantly increased cases of violence in municipal schools, and delinquency among minors is growing continually. In this report, to get out of this situation, it is crucial to organize as many educational, cultural, sports programs etc. Students in our city encounter many problems, especially inadequate space for reading and additional literatures, so I would ask a quick alternative to enable the reading rooms to have a larger space, and to be more relaxed environments.

These would be some of the priorities that I would deal with if I were a Mayor, of course, that there are many other but I must emphasize that the values that I have presented have a more post-materialistic character. Knowing that we as society are materialized, the ideas that I have seem more for the developed countries of Europe, but since with a healthy logic we are intend to integrate to Europe, then the best way to come closer to Europe is acceptance of their values.

To make this pragmatist plan more feasible, I have the impression that will be needed a highly social-political will and I will finish the essay with one saying: There where the social-political will exists to advance these things forward, there are solutions, while when we lack the social-political will, and there are reasons.

11

NAKIE HOTI - "If I was a Mayor"

Municipality where I come from faces many problems and only with one responsible mayor and effective leadership, things would be better. Hence, the question arises "what would I do if I was a Mayor?"

If I was a Mayor, I will always do what is the best and better for the citizen. First, in the administration would engage people that work seriously, responsibly, efficiently and correctly, which would offer to citizens efficient

and fast services.

I would not allow irresponsible people to engage in the municipality, that due to their irresponsibility the citizens should wait in long rows as for taking travel documents as for other services. Our fellows from Diaspora didn't come for holidays yet and imagine the crowd, the long queues made in the Municipality to be equipped with travel documents and imagine the chaos. If I was a Mayor, I will work on improving road infrastructure in rural areas in order that the life of the citizen to be easier.

No taxpayers money will be mismanaged, each of their money would go in the right place. For example our Municipality has problems with sewages, I as chairman of the municipality will do a lot in this direction, under my guidance every village would have canalization, where sewage not only damages the roads but also pollutes the environment so with the budget of municipality and with the help of different donations will implement this project.

As a Mayor, I will be engaged and will give an extraordinary contribution in the field of education, will be constructing new schools so to the students will be offered good conditions, sports halls and computers halls. Nothing has been done in the area of culture, the youth wanders around because they do not have an area, places for entertainment, such as; halls of culture, sports centers, more greener places, etc.

In my village, in 90s we've had a culture center which is burned by Serbians, and ten years after nothing has been done except that it is dilapidated and turned into a bus station and this angers me. In that, time we had a place to perform our cultural activities as concerts, various theater performances, and today we do not, it is horrible, and I would soon built the house of culture not only in my village but also in other villages. Then I will resolve the problem of parking; I will not leave to jeopardize the life of people from the cars parked across the sidewalk.

Other priority for me would be agriculture sector. Agriculture is highly developed, but the problem remains that the municipality has not done anything regarding this. I as a mayor of the municipality will help and support farmers with seeds. What our farmers are investing it is not earned, not even the minimum because in Kosovar markets exists competition. It is needed urgently to do what is possible in this area. We should provide to farmers support and guarantee that its product will be sold and there will be no competition and not dumping all of the products in the river as it happens every year. There should be given help not only locally but also at central level, since Kosovo has its own and very healthy products, then something has to be done regarding this.

Rahovec has very well developed viticulture and as a Mayor, I will encourage vinedressers to work because their product such as grapes, wines will arrive in European countries.

If I was a mayor

Municipality of Rahovec has many killed persons especially in the village of Great Krusha and Small Krusha and villages have been almost solely with women and children. Today the woman who is the holder of the family, it is very hard for her to feed, raise and educate her children. And as a Mayor I will help this category in every aspect by giving free books, health services and what is most important would help in education that their children to be leaders of the future, as a Mayor, I will give scholarships to children of these families in order to study and be educated.

In the field of health, I will have invested a lot. It is known that the hospital conditions are not that good, through the municipal budget and with the help of donors I would built ambulances in every village, but if would be not possible in each village, then at least in the villages that have more residents.

Municipality of Rahovec has over 70,000 residents and with their contribution, we will have a better life and a better social welfare.

I am very confident that I would do much more than what other Mayors have been doing.

My municipality is my home, and the same as in my house I would work with more zeal and dedication, always having as priority its citizenship and social welfare.

12

FISNIK MULA - "If I was a Mayor"

The reason why I wanted to write this essay is to express my indignation at governance method and access to the problems that our postwar leadership is doing in my municipality.

The role of leadership in my municipality is highly marginalized and is focused only in one part of the population, which is benefiting now and for many years from all local government systems. Vision and strategy of this leadership is based largely on the conduct of daily policies and management of emergency cases that arises as a result of not creating analysis or action plans such as medium or long-term, which would help in the ease of situation and progress of Municipal Assembly's works.

Quality of service to the citizens is to be desired having the fact that more and more citizens are prolonging equipment with documents only not to wait in the long rows made and various frustrations and bribery by employees or personnel. With the entrance of persons who do not wait in queue since they know someone from the staff that works there, also the space where these documents are issued left to be desired where there is no normal and adequate infrastructure for this activity.

Participation of citizens in decision-making is very low, why am I saying this, starting from the low turnout of civil society in decision-making or the monopolization of one or two NGOs in the decision-making process cannot be said that there is transparency or a wide decision making.

Then there is no genuine monitoring of spending public money. Until now the Mayor has not come out with a report on how they are spent, where they go and what benefits have the citizens from the payments of different taxes, not to speak about meters paved with asphalt where that work is not performed that well. Therefore, in my municipality there is no public transparency, even though the Mayor is proud that we are one of the mostly working municipalities in Kosovo.

I would stop now to some of the problems, which I will undertake in my first 100 days as a Mayor: it should have a better coordination of Work and Space in the social sector knowing that a majority of the population is living in poverty, not saying extreme poverty.

Regarding the economic issues, so far it is talked a lot by the Mayor that (Arab) investors will come and will have an effective cooperation (with Croatia), but so far they are not tangible. It should be worked more on targeting companies that could create favorable opportunities for investment and on opening of their businesses, knowing that in the past my city has been having much collaboration with different companies and in the same time has produced not finalized products. So should be found modalities and to be invited interested companies to make a study and the priorities that they will have in the work progress to be presented by the Municipality.

Another issue that is quite sensitive and has a lot to be done is the return of Municipal property. About this I would not critique the Mayor but all the Municipal Assembly for drastic concessions of municipal property and for giving with concession of places which are not foreseen to be built in those places and what is worse even issuing building permits, then issuing permits for business activities. I think this is a topic that has a lot to be done where nothing has been done since the war until now and it is an enough profit tool for the municipality if it will be used adequately.

Another component is strengthening of education starting from preschool, scholar and informal, and always working on opening a University. According to previous studies is foreseen that our municipality will have a major benefit as in educational, social and economic sphere, and at the same time would make the physical connection of the entire region, as in this side and other side of the border.

Return of "the brain" as from the capital also from the Western countries where there is only immigration of population to other municipalities or states for an economic and social stabilization. Regional cooperation would be another important component in establishing regional contacts with other municipalities and in the exchange of successful experiences in municipal government.

Cross border co-operation will also be one of the components that would have a good focus, where it can have benefits and among others also from European Union projects. Another component would be the preparation of civil servants in training for projects developments that would have been part of the Instrument for Pre Accession, research and application on various grants to strengthen local governance that are part of this Instrument and of other Agencies of the European Union, this would help in economic, social, and political development.

So these are some points that would have attracted me more and by which I would work in my first 100 days as a Mayor, for a more dignified welfare of Gjakova's citizens.

13

ADIL BYTYQI – “If I was a Mayor”

The role of leadership (vision and strategy)

I would put the role of the leadership as the first priority as a Mayor. In the current system of government in Kosovo there is no leader that has impact in pushing the process forward by the personal leadership, which means that we have no leaders, especially at Mayors of Municipal Assemblies, which are authoritative as with the population also in governance institution that they manage. I will use all my knowledge and potential to increase the impact, especially on executive and administration. This would have done not in the classical sense by force and binding orders, but using the skills and mechanisms to bring better communication with working staff, by often visiting in the office to promote and giving courage for a good work and providing good services to citizens, etc.

I would clarify my vision and strategy to catch the main points of what I should do, why I am there and what are the rights and duties for the post that I have. We as a municipality are behind in development, not compared to other municipalities of Kosovo because almost all municipalities are in the same stage of development. However, compared to other countries we're behind, because of already known reasons, so we must move not step by step but two steps ahead, at least try and work as much as possible to progress and catch the step that we have lost in comparison to the countries in the region.

I would try to use all possibilities to research and request donations and investments from abroad but also within our municipality. We have some experiences, KFOR has provided for us in Suhareka investment but also liaison with municipalities such Felbahun in Germany, and then we had some investment from different associations and organizations as for the youth and different capital investment. So I will try that with those resources that we have as a municipality to provide the necessary conditions to foreign investors or donors to establish any activity, to open any factory or something like that in order to decrease unemployment number.

From the Kosovo government, I will request that if we find investors that will have interest to develop activities in our municipality to offer them electricity and security for their investments. I will be visiting municipalities of developed countries to request in helping us in infrastructure and other areas so that in the future we could return to them in any form if we have the opportunity.

Good quality services to citizens

(Novelty to improve services, transparency, fighting corruption)

At the administration I will begin with reforms but not entirely radical but would intervene in the staff that works in administration in some key places. Any employee of administration that is old and does not have adequate professional preparation or does not have good computer skills, I will change his/her post. I will find the place where he could perform his work with responsibility and dignity while in that post I would bring a person with adequate professional preparation or at least hold vocational training for workers of the administration. Then based on the conditions and opportunities to increase the budget staff, I will add an office to reduce maltreatment and facilitate to citizens delivery of services.

For the elimination of corruption, I will take some more concrete actions based on the powers of the Mayor. As we have known, corruption in one way or another exists in every Municipality or we

can say in many states. In addition, for my Municipality, I will cooperate with advisers and closer colleagues to keep under control the administrative staff, but this cooperation would not be entirely possible without cooperation with the citizens. In the ordinary meetings with citizens, I would reiterate to keep in mind the opportunity to report any case they have encountered or heard through boxes that will be located near my office or through the contact telephone number. When reasonable evidences and concrete information will be offered for any staff member, through my mechanisms would undertake punitive measures counting all circumstances (removal from the workplace). But by offering good services, facilitating of their conduct and making the citizen to be satisfied with the administrative services, then citizens will not see as reasonable to think in corrupting an administrative employee, as such phenomenon exists and still happens.

Citizen participation in decision-making

This is a process during which the concerns of citizens, needs, values, expectations and problems should be taken into account by local decision-makers. If I were a mayor, I would take measures that through communication, monthly Newsletters, media reports, brochures strategy etc. would inform the community and local organizations for activities, plans, policies, decisions, results of local government performance, etc. In order to create the opportunity to be involved in decision making processes and create the necessary space to hear their voice. This would be a support for my government, on identifying the needs of citizens, providing additional resources and by consensus to take decisions and implement policies and other projects relating to the interests of citizens in order not to have disappointment in the future.

I would practice to make more public meetings where can participate any citizen or organization with an interest in the municipality. I will propose frequency of public meetings and would inform citizens through the media, posters and notifications when and where meetings will be held a thing that is practice very little and citizens are not informed about these debates.

14

SARANDA REXHEPI – “If I was a Mayor”

What I can say about this topic, to talk from a different angle is too easy, what I would act if I were in this position is something else so I will try to write something and believe that I am able to express with some words.

I think that a mayor in order to perform his work successfully firstly should have a good budget to be able to perform all the necessary tasks for a municipality and a large number of villages that are of that municipality.

Regarding this topic, I will pretend to be the Mayor of the Municipality of Rahovec.

I think it is appropriate to start from the economy because we need to raise the economy of our country because municipality of Rahovec is one of the most famous places for cultivation of grapes, raki, wine, fruits and vegetables, and I would give support to farmers for selling these goods in both domestic market and in neighboring states.

I think I would crop a large part of the place with grapes to increase the economy of this country as well employing a large number of unemployed persons.

As for the municipal administration of the municipality of Rahovec but also for many other cities of our country, a large number of employees are old and are unable to perform their tasks correctly, and they do not walk with the same steps with the technology of the present-day. I say this that in our country a large number of young people are unemployed, even though most of them have even finished the Academic Programs and are without jobs, some villages of the municipality of Rahovec have not regulated roads and are not linked to the network of water and sanitation and these villages are very backward and their life is very difficult, there are cases where they are forced to abandon their places, these are the first steps that needs to make investment and it is very important.

Also it is necessary to give a care more for the youth of the country because our country has a very healthy youth and we should not allow to collapse and we should work more with them to enable better education.

I think that the most important is a great dedication to the martyrs' families because leaders of our country give a little attention to them even if they need extra help and are among the first that I think deserve it. There are also many things that need to be treated but regarding this topic I believe is enough.

15

ARSIM GASHI – “If I was a Mayor”

Three seconds a Mayor

It is seven o'clock in the morning and I am already ready to leave for work. Office of the Mayor should not be the last to open. Therefore, I have to hurry.

I have been a month since I won the municipal elections for Mayor. The fact that I won with a very close score in relation to the candidate against me enjoys me more, than having absolute support. The absolute result will bring in doubt the level of democracy in the municipality, or will provide a commodity not be too concerned about the upcoming elections, because the victory would have been guaranteed.

But it is not only the result that makes me work harder. During of one month campaign, I made a deal with the citizens if they believe my two-year mandate for Mayor. Non-asphalted roads, lack of water provider in many villages, or the construction of several schools in remote mountainous areas are awaiting the hand of the state. At least I got the votes on these projects with selected experts, now my collaborators.

I hope the voters will pardon me since the first project for asphaltting the roads will begin in the village where I got very few votes. Even though this village is anti my candidate, I want that people to see me as the Mayor of all; not only to my voters.

But what are more important to citizens are good services in the municipality. There are not seen long lines waiting in front of the desk. The administration has understood very well my remarks given at a joint meeting that we had at the beginning of my job as a Mayor. Lunch break with or without schedules are over. Also working conditions, after that the municipality won a project funded by USAID, are improved. For good services in the municipality, I have received praise from citizens during a joint debate we had this week. I understand the importance of debates with citizens, so these will be regular and the municipal decisions that have to do deal directly with citizens will be taken in collaboration with them.

Citizens will have the right to participate in co-governance of our municipality, which is currently regarded as the poorest municipality. I would like that the municipality will not have this epithet after the end of my mandate. The project for the opening of the factory for processing sewage will create many new jobs.

This year will be opened also the industrial park, a project started a year ago by the government of Kosovo in cooperation with the municipality. Now is the finalization of this project where will be employed 1000 people of the municipality. Of those, a large number would be from minorities. Roma and Serbs are a minority community in the municipality. The only form to integrate them in social life is to open jobs at a time when poverty is the common dominator of all communities. Serbs have given indications that they want to integrate into social and political life of the country. I had a meeting with this community where I wished them for the Orthodox Easter. There I saw their readiness to integrate into social and political life in the country. Roma community is already integrated.

I have to admit that I thought the position of a Mayor is easy when it was offered to me to run as a Mayor. Time during my stay in the U.S. for studying Management at the University of Harvard,

If I was a mayor

had detached me a little bit from the reality. It seemed to me more absurd when groups of people in the municipality had created a leadership without a legitimate force. As absurd will continue to consider these tendencies which have declared "war" even though the roots were deep. But no deeper than my convictions to fight negative phenomena in each municipality, which day by day is just beginning to understand that support for the human does not depend on his past however glorious.

The party that appointed me for a Mayor, but also voters who provided me this position voted me by seeing the strong character from a determined man to put things until the end. Of course, always respecting the law, that is the greatest power for me.

I have forward a two-year mandate, but also many accumulated problems. In front I have many projects and backward there are the promises during my campaign.

Ah, not randomly is considered what you think during the day you will dream during the night. All was somewhat a dream. Indeed, it is seven of the morning but alarm clock calls me for the library.

Perhaps after studies I will have the opportunity to realize this dream.

16

ZEHRIJE PLAKOLLI – “If I was a Mayor”

The key to any success of an organized work is its planning, which really means its manager or leader. To be a leader who asks others to be good first should be such themselves.

So the mayor must be a good connoisseur of life, needs and requirements of the local community. He must be authoritative (that word has weight); conscientious, responsible, humane man, and as such definitely the community will like him. Only if the people with whom he works will like him he will

be successful.

If I was a leader of municipality, as amateur I would be in that position, (not previously been so), in the beginning will use “the strategy “ of honest communication with all around, means with those whom I work.

I will try to create a collegial friendship with all and will try to convince them that only all together and only by function each part of the organization that is called MUNICIPALITY may go further as local community and as society in general, only as such we can be useful towards the future.

Also at the beginning will ensure them based on my previous fairness that I will be honest and will require to be such to the work and to the law. In this way would ask to ensure from those whom I work and they would be ensure that I will not misuse the wealth of society but will exchange it in developing. This means fighting corruption!

Except the serious care for honest report to the budget and social wealth, I will take care for more rational use of it. Therefore, I will go out in field, meet competent people in every aspect in order to know better the problems, needs and requirements of citizens. Only like this, I could make a more real plan and will be able to organize work according to the priorities.

Whereas, priority will give in employing qualified youth and the early retirement of older staff (respect for the elderly but deadline functions everywhere), that are in key positions, to be replaced with young people that could do miracles.

I would do an agenda also out of the protocol to have as much meetings and communications with people especially with schools. I would prefer to the municipal chief for education to have influence, through school plans to induct education for environmental care and raising the aesthetic sense of students, (which lacks as a society, in general) and vulnerably to suggest students to contribute in environments such as: schools, roads, homes, neighborhood..... (with planting, cleaning, etc.).

Among my priorities will be the maintenance of old buildings that does not mean that everything old is bad and should be ruined, but must be maintained. And by repairing them and not ruining will fast change the view of the city without many expenses. Then will build the necessary and possible ones.

A separate chapter of my work would be environmental care so that it becomes more agreeable to the eye and spirit of the citizens and affect in the mood to the life. Also here would ask the school for help, because the establishment of nice environments is a pleasant opportunity and much recre-

ation for them and if organized, they can work and have fun. This means positive management of young people energy, which unfortunately most of their time is spent in the street, in the coffee bar, Internet cafe, etc. Specific of my work (maybe even outside my competences) would be the meetings with parents of pupils in schools for those who wanted to deal more seriously with their children. I shall aware them that the fundamental education of children is the parent-family, and not the school – institution. Therefore, the etymologic of social problems often results from the negligence of parents.

As one of my particular goals would be the two most sensitive people of the society: children and the elderly. I will take care for two generations to have a proper angle in order to develop useful volunteer, creative and fun activities. A lot of modest things have a very positive function and they are always opportunities. We have also adequately staff for this job: sociologist, professor, psychologist, whose knowledge must be used in this aspect.

Another of my objectives is functionality and attracting the attention of young people towards cinema and theater, by committing professional people. I would be engaged a lot in culture because culture is reflected in every aspect, even outside cultural: in the thoroughness of work, in care for the environment, on health, behavior and human report, etc.

Another work that I would do is publication and distribution of a monthly booklet where will be presented successes and lacks of the work in the municipality and general in the community, and there will be expressed all opinions, offers, requests, ideas, and evaluation of citizens for everything. In this way, they would participate in any decision of the municipality-community, in the most transparent possible manner.

Hence, all will have the commitments, outcomes, and experiences shared.

17

FEHMI AJVAZI – “If I was a Mayor”

For any candidate who seeks the position of the Mayor, the fundamental question is: what if you win...? Local government has changed much. There are increased daily demands for a better civic life, are increased needs for more decentralized and efficacy laws. “Input and outputs”, in fact they are pushing us towards the care and increase of our vision, of the strategy to have effective governance and in accordance with political and administrative standards norms that are required in local and international trends. The post of the mayor is strategic for democracy; real governance is the “chain”

for better local government.

The role of leadership (Vision and Strategy)

As a Mayor, since the election phase, I would be focused around propaganda of governance vision. Shortly: in the promises that are achievable. But the standard of “ethics and morals” of the leader or acceptable leadership, never should be avoided. Without ethics and personal morality, without professional-governance ideas, we cannot be successful in the head of mechanisms that determine political power, executive and all administration. On the basis of these norms and customs, would signalize the citizen that leadership and management will be focused on secure strategies that aimed the order, responsibility and effective institutional powers. On time, must have clear vision in three serious issues: - law enforcement, - law efficiency and governance, - Control and managerial responsibilities.

Why? By implementing the law, we reach the fact that “we are in leadership for citizens, and not citizens for us,” until the end of term. By implementing the law, we bear credibility, security, governance that goes to more distant targets: center / periphery (Hangtingtoni). The effective extent of legal authority, allows the construction of stable governing mechanisms (the executive power). In this way, the active chain is created: citizen-power and vice versa. Clearly: power becomes more efficient, transparent and incorruptible and in the civil service for twenty-four hours. When the law applies with consistency and efficiency, the responsibility does not lack, while positive results of the power are turned into standards. Ethics and law on responsible institutions are the essence of democracy and legal state. On these conditions, the coherence of the security system, trust in civic institutions strengthens, and are grown capacities for strategy that relies on absolutely practical action.

Construction of administrative-institutional values cannot be done without cooperation municipality-citizen, and vice versa. As a Mayor, I think is very important to build trust in institutions and leadership. The transfer of power closer to the citizen, increases mutual responsibilities, but especially: law enforcement, payment of tax, respect of the authorities, respect of the environment, system, etc. With theoretical technologies of power and governance, should aim to extend our level of practical power, which is quite basic strategy for a Mayor.

Good quality services to citizens

(novelty for the improvement of services, transparency, fight against corruption, etc.)

As a Mayor in the next phase, that of practical implementation of power (mandate), will distribute priorities of governing strategy. Here lies the value, success, welfare, representation, responsibility

ty, etc. Thus, the main idea: how to functionalize much more the government? It must be said that there are many models of local governance. Rings that distribute freedom for local government by central government are numerous. It's enough to see decentralization by EU, then decentralization in Southeast Europe. But it is important that the powers of local government today, are solid for each municipality. However, by not ignoring patterns, experiences, and collaborations, I think that we should assist in the synchronization of the problem. In Kosovo, there are many yesterday (historical) and today's factors that affect the governance. Let's pretend that we cannot claim the same local government in the municipality of Gjilan, as in the Mynhen, Maribor, Paris, etc. However, some things are the same: arrival on time at work, respect and service in time for the citizen, transparency, necessary avoidance from corruption, valuable and efficient services administrative, equal services regardless of gender, race, identity, etc. All: approaching the power closer to the citizens. Example, as in Sweden can be provided personal documents via the Internet, can we build an administration that is more efficient and responsive in office?

Citizen participation in decision-making:

Differences are crucial, but we are going towards legal power and democratic governance without turning back! Therefore, I think that as a Mayor I would use carefully competencies, projects and patterns, mechanisms, and budget by comparing and analyzing to reveal the needs, opportunities, experiences, qualities, requirements, etc. To make it more clear: will insists that local government (its management), to adapt more to the political and economic field, administrative, demographic, cultural, etc. Seeking forms and tools for development and welfare (in infrastructure, roads, democratization, in agriculture, manufacturing), I will propose the extension of democracy and the fulfillment of inputs coming especially from the citizens. I think that can be found many forms, standards, and prospects for implementation and perspectives for a responsible implementation of the post of the Mayor. Here are some ideas:

- Collection and analysis of priorities: short-term and long term.
- Professionalizing the staff, efficiency in implementation of tasks' responsibilities. Efficient collection of taxes, but also finding ways to return to the citizens at the appropriate extent: with works and projects.
- Investing in the propaganda with slogan: "The power is of the citizen": advertising, debates, meetings etc.
- Participation of citizens at different commissions - panels when regulations and laws are approved, when tenders are given, when capital investments are made, etc.
- Establishment of a separate room non-resident representation, where would be included neighborhoods and villages of the municipality. This "room", will be presented by one representative. They could meet, no more than once a month and will be supervised by the mayor regarding the needs, requirements, problems, etc.
- Accreditation of a "SOS" telephone for citizens at the Mayor office.
- Reducing excessive privileges for the mayor and executive officials.
- Maintenance and necessary strengthening of the leadership and governance image.
- Categorization of citizen's needs: priorities of the school, employment, production, etc.

18

ALMA GJONGECAJ - "If I was a Mayor"

My motto would be:

**"DIGNITY OF THE MAYOR WILL BE:
SOLUTION OF YOUR PROBLEMS."**

The role of leadership (vision, strategy)

Steering authority of the local government is the Mayor, who in his vision of leadership or his political and institutional leadership should be based on several strategic principles: decentralized, transparent, democratic public governance in the local community, based on European standards and at the Constitution of the Republic of Kosovo. A stable democratic, political and legal vision in the context of integration and development policies by increasing the independence of local government. Main obligation of local government belongs to the first level of local government regarding the development and implementation of regional policies of development with functions available in the field of local infrastructure and public services, social, cultural, sports character, at development of local economic and civil protection, as well as common functions delegated from one level to another. Through these functions, the local powers exercises their competences regarding the maintenance, development, investment, infrastructure, etc., and social needs of the community as a whole, some processes that require a lot of work and effort to resolve problems related to those are the key points of security of welfare and realization of local government strategy.

This power shall be autonomous in decision making for:

- The base of tax level,
- Management procedures and the way of local taxes collection,
- Exclusion and facilitation of different categories of communities, in taxes payment,
- Use of revenues collected from local taxes.

Through decentralized leadership, the local power aims to give to citizens, to elected representatives more power in the process of public decision-making, and creates opportunities to those decisions taken with a wider participation of the focus towards the interests of society. Competences of functioning of local government consist on: - institutional Support also in governance bodies: Drafting of legislation for its functions and joint functions -development of methodology, guidelines, manuals, projects, ways of security, management and planning of opportunities related to the required needs by society and families in need or minorities, etc.. - Increase of management capacities - Local Autonomy - perform of the functions and implement of competences - the respect of the Constitution, laws and acts issued based on their implementation.

Good quality services to citizens

(innovation to improve services, transparency and fighting corruption)

Through the powers and competences of local authorities should be increased still further efforts for future steps in

- Housing programs for lower cost.
- Programs for equipment of land with infrastructure.
- Social Service.

Social programs in providing services for individuals and families at risk through support or opening of community daily centers:

- Elderly, lonely and in need; people with disabilities; children and family, youth at risk.
- Providing services for the categories in need through the referral of cases in organizations and centers that provide services
- children that work; orphaned children; raped and divorced women and elderly.

Participation of citizens in decision-making

Assessment of the custody family and child placed under guardianship. Assessment of families that would like to take in custody persons with disabilities. Providing comprehensive services for children with disabilities in the process of their integration in kindergarten as well as further improvement of entire environmental infrastructure, where is extended segment of life of population in need. Increase collaboration between this public institution with private sector, for joint and developing purposes in infrastructure as in: schools, recreational areas, sports, cultural, etc. aimed at improving the living in community. Encouraging individuals to participate in cases of conflict resolution, decision-making and training the children to protect their rights, to be organized and self-direct, for decisions and independence of economic assistance with services and public works and assistance that was given to families with social problems for employment in the process of development and education of their children. Initiative to improve the opportunities of professional qualifications by researching scholarships for women and girls in need to meet their aspirations and to be professionally trained for the purpose of their integration in the labor market. Increasing employment opportunities in order to prosperity and empowerment of women as the most important factor in educating the family and development of society to face the numerous challenges of everyday life in order to impact more directly on their professional growth to face economic problems.

Conscious initiatives of population engagement in democratic integrity of the rest developed society, through reintegration of this level, through different media- audio and written campaign presentations.

Citizens will have the integrity of the development based on selection of individuals to lead and represent. The first one is living with each other in the spirit of harmony and understanding, in the fight against corruption, terrorism, crimes against humanity, not revenge, but forgiveness and tolerance. Helping the newest country of the world to have its freedom and independence and have in the future a democratic state, having a clean multi-ethnic coexistence and international cooperation.

In conclusion, being a mayor of a city, as the leader of one of the most important structures, which is elected by local people as representative of all its local affairs, I think that people must make a responsible choice considering that they are responsible of the elections made, for their representatives and for the change. Since the future belongs to those who believe in the their internal strength for change as selections made in the past are the present, and elections made today will be the future, and victory belongs to those that precede and dare to bring change and development of a nation and these people are all Kosovars together.

19

BESNIK PEĆI - "If I was a Mayor"

Being a Mayor today is not an impossible mission, especially now in free and independent Kosovo, by thanking those who gave life and blood for this saint place in this mission now we have in our hands. For us the youth is remained to work, study in order to serve our country with dignity. To help your nation, to work with dignity for it, it is not enough just to know it, but also to love it. We need to be aware that we have to work that one day our future congratulates us for what we have worked once...

Being manager of a country without administration means that you are no one. Being manager of an unformed firm means being self-denominator, to be teachers and not to know to learn is ignorance, but being Mayor should be excellent administrator, proven manager, respected teacher and distinct individual. It is quite difficult to find all these virtues to one leader, to the first of the city who will lead us, to that savior that we appointed with much love, the least that we expect from him is disappointment.

It is sacrifice, responsibility, and altruism to accept such a post at this inopportune time, but simultaneously it is an honor and pride that your knowledge and skills are given with honor to the growth and development of your country where you were born. Never should contested the will and desire to provide knowledge, experience and when necessary, even the life to homeland. I am passionate after the U.S. president saying, "You should never ask what your country did for you! However, what did you do for your country?"

Budget opportunities that today have Kosovo municipalities conditioned the opportunities for operating, but those opportunities cannot take our dreams, our desires and our will that one day my municipality to be model for my country Kosova why not even for the municipalities of other states of Europe.

How can we do this? How to integrate the minorities? How can we disperse the poverty? How can we preserve the dignity of those who gave what they had for this holy land? How to motivate citizens to move forward? How to motivate pupils and students for the future of my country? How to fix the infrastructure?

What should I do to have sufficient water and electricity? How to maintain the health of my citizens and how to serve them in order not to wait long for services that my Municipality must provide and that are intended to be fast and efficient.

It is an argument that the above-mentioned are difficult challenges and really problem to realize for a short time, but we must understand these challenges as invitations that wait for an intellectual to confront with success. Successful facing with these challenges is fully a possible mission.

A free nation to live in peace and harmony its members should have excellent relations. To meet this goal must be integrated minority with majority; this is achieved by joining interests in all areas. Cooperation should start from economic corner to expand in educational teaching. Means for this collaboration are organization of local and regional conferences for integration and by respecting and motivating them that have integration initiative.

Poverty is a challenge for any leader worldwide, even we are challenged from it, poverty disap-

pears with the work, and there is the fact that in my municipality there is a little room for working places but there are solutions for everything. As a Mayor, I plan to ease the unemployment and by this to reduce, eliminate poverty. This goal is achieved by agreement with the credit institutions operating in the world and continuous coordination with the central government, our request would be to get loans with symbolic interest. This loan would be infusion for the functionality of big factories in Kosovo, functionality of these factories will soften unemployment and will reduce poverty, this action will remove the unemployed from the road and their prospective will be as it was before.

Those who gave all that they had to enjoy this freedom, those who left the orphans to suffer and those who lost their members for the freedom are definitely are the ones that brought this independence, so we should care for them and pay a special attention. Orphans of the martyr's should be favored and should help their relatives. As for the disability people "alive martyrs" of our nation should be helped for welfare, facilitate their circulation, to urge them to love the life and preserve their dignity.

Students and pupils who with a full sacrifice are educated to be trained and with poor conditions should be motivated by gratitude and education scholarships so in the future they will be in the service of this city.

Infrastructure should be improved because it conditioned investment from abroad so a special attention should be paid.

Some natural assets that God gave are good to use wisely.

Kosovo water should be used for water supply and hydropower plants.

We are the first in the Balkans with coal reserves and at the same time, we don't have electricity.

Our happiness comes from our health. The health system that works now is wrong. There should be as soon as possible health insurance, accreditation of health service institutions in order that the citizen shall accept safe services.

What shall we do with long ranks in the municipality? How to overpass this human chaos? I think that choice is digitalism of services.

I think that the problems mentioned above paralyze development of normal life of people in my community...

20

HAJDIN ISLAMI – “If I was a Mayor”

My decision for the development of the municipality is taken together with citizens.

Knowing the fact that the inhabitants of the municipality are eager to see innovation in local government but also to improve the quality of life in all spheres of life I will try to lead with honor and professionalism my duty as a Mayor. Law enforcement, community cooperation, full transparency with the media and civil society participation in decision-making are some of the key points that I as a Mayor shall set myself since in the first day of my work in this position.

Actions and important municipal decisions for various issues relating to the city but also with the municipality in general will be performed always in the debates with citizens. This will allow everyone that at least in two months to make proposals, comments, and presentation of complaints and will ask that for important decisions of the Municipal Assembly to consult with civil society and professionals of respective areas.

My permanent commitment as a Mayor would be establishment of an attractive environment and investment and investor based in the major natural resources and human that municipality possess.

My local strategy for economic, cultural, educational, sports, health development will be based always relying on cadres that are within municipal government but not leaving out not even for a moment those experts that my municipality has.

I will consider success then when residents but also entire local political spectrum will collaborate with me and will believe that I am representing everyone the same, by not distinguishing anyone regardless of which community, party, or neighborhood village belongs. The equal presence of investments in municipality in each part of the municipality will be another indicator that no one is discriminated or privileged against in investment and budget.

Decentralization of some various municipal services through villages and large neighborhoods of the city and access to the Internet for these services would be among the first actions of my work, as inhabitants of the municipality will not be waiting in long queue to take civil status documents such as ID card, passport or to register a business.

In order to seduce investors and businesses I will organize various informative meetings and I will invite businesses with the aim of informing them on the municipality, in these meetings will offer the opportunity to everyone who wishes to open businesses within the territory of the municipality to cut half the property tax in order to employ more people.

Environmental protection, acquisition and support of various initiatives for cleaning and making green public spaces would be another action that I would do. All-important global dates for environmental protection, water conservation, earth day etc, will be noted with different activities in my municipality because their financial cost will not cost much and can have positive effect on residents' awareness of these issues.

Annually with my decision and jointly of the Municipal Assembly in consultation with appropriate directorates will be announced the greener yard and public area in front of various business premises.

For fighting corruption and nepotism in municipal institutions will do various campaigns and will exploit the official web site of the municipality on the Internet. As well as setting small boxes postage outside the municipal building and in some local communities in villages in order that citizen inform me more directly but also the police on corruption cases and nepotism in institutions.

Establishment of Advisory Committees, gender, ethnic and professional representation, would be another area where I would focus during my work.

By building and developing according to spatial and urban planning of municipality, and giving opportunity to all those who either want to build residential buildings but also other business facilities, will eliminate urban chaos but also will create more public space for recreation and will be saved from the destruction of different cultural objects of social interest.

Among my priorities as the first of the municipality would be the eradication of illiteracy and the establishment of opportunities that each school to have preschool class and to enable free education and transport to people with special needs in order that they should feel themselves as citizens equal to others.

I will be engaged also in every public institution to establish separate entrances for those who are in carriages and cannot walk.

I will also initiate that municipality establishes a fund in order to support various non-governmental organizations, youth, cultural, sports activities, and various artists in order to represent worthily the community and themselves.

21

SALI SALIHU – “If I was a mayor”

(On the importance of professional reporting on the administration of public works in the municipality)

Although I never thought to run for any election, so it is not that I did not mind why some things do not go, as I would like, even on how I would act in certain situations. In addition, when discussions on how the administration of public works, we mention often, “If I was a Mayor...”

With a competency that has today, the Mayor is in fact the leader who gives direction to institution. It is the Mayor, from whom we expect to work hard, not to bypass the problem that crucifies us, and to offer us opportunity to become part of those solutions. In most cases, the Mayor partially or completely is responsible for lack of vision, lack of courage to address difficult and complex issues, lack of self-confidence, and lack of skills for internal institutional organizing. Shortly, we criticize for lack of leading skills. However, rarely we try to understand or have difficulty to understand where lays in fact the problem in management of public works that by nature are much more complicated that we can imagine.

In general, the mayors emerging from the November 2007 elections during their mandate have spent a lot of energy in the organization of internal administration, either because of changes in the legal framework or chaotic situation, which are inherited from their predecessors. In this aspect, I have the impression that although it is done enough in this direction, with methods that have managed to impose “a new functional order” but not always in accordance with the principles of good governance. Why I am saying this? I say that because previous experiences have shown that leaders, who are successful within a complex organization, usually have failed in further stages of leading. Therefore, there is a “risk” and this is a very important aspect that is known that also the mayors of Kosovo have in consideration. This is also for the fact that most of them will re-run to win a second term.

Having approaches with municipal governance, and consequently with the challenges with whom is faced from the beginning, I have noticed that the management functioning have suffered a lot and even today continue to suffer from coordinating not effective communication, whether horizontal or vertical. In this case will stand on what I consider more essential in terms of management of public works (and not only them) - a professional reporting.

Professional reporting, first, has to do with action. This type of reporting must be designed to bring action, change, and finally positive results. Presentation of facts, analysis, synthesis, interpretations, conclusions, proposals are reporting stages. Professional reporting is not an action to show how much we know. A periodic report (such as reports of municipal directorate, for example) should contain sufficient information, analyze of facts, synthetic explanations, conclusions and recommendations for further action. A mayor shall have a good and clear objective, organization and presentation of good ideas, clear language and conciseness in the statement. Professional reporting, therefore, not only has to do with the information and sharing information with others.

Well organized and professionally reporting is a tool that ensures continuity in addressing the issues that mayors should be taken on a daily basis. Efficient reporting enables those who have a continuing oversight and a clear overview on what is happening, what has happened, or even have a prediction on what might happen in the future. Reports are also a useful tool, correct reference in

evaluating the efficiency of the institution through construction of a real relation between what is intended, and what was achieved. In this context, written in a fair and objective way, and professionally analyzed and interpreted, reports are exchanged into an effective instrument for drafting policies, objectives, and new strategies.

Mayor and his cabinet should be determine for the format and (frequency) of regular reports, which are believed that could bring efficiency and better results in the functioning of municipal administration. In this way, it is essential that the head of the municipal administration shall apply daily reporting of informative character, two-weeks reporting(or monthly, depending on the need) with descriptive-analytical nature, and periodic reporting (fourth quarter, half quarter and annual) with recommendatory - strategic character.

In addition to regular reporting, the cabinet of the Mayor can (and should) apply the special reporting - for example, reports on progress and implementing projects with capital interest for the municipality. These kinds of reports enable the state to implement specific projects to be under full control and supervision. Progress reports in addition to information on the progress of the project, should also include analysis of specific developments, factors that could threaten the progress of the project, and recommendations to deal with such potential challenges.

Professional reporting, therefore, is an essential tool in the management of public works and actually earns an even greater significance taking into consideration obligation for unavoidable cuts in civil service staff in a not distant future. Application of an effective communication through professionalism reporting, simplifies the management of many public works, and more, I see it as a healthy measure to face cuts of human resources perspective.

22

BEKIM HYLA – “If I was a Mayor”

Knowing the fact that the citizen is the main subject in building of social community, its rights and freedoms are inalienable, and then my vision and strategy will start from this perspective.

As a main principle in the establishment of my strategy will be respect of the free will of citizens, establishment of stable, efficient and transparent institutions of government in the service of citizens. Equality before the law, the right of religion, the right of property, education and free expression will be

my guide on which will derive any initiative and any decision in my work. Sectors in which I will be engaged in maximum will be as follows:

Justice – starting from the fact that the rule of law is the cornerstone of building a society then I will be involved in increasing the accountability of judicial employees in the service of citizens.

Safety - security institutions will be always in the service of citizens, especially will commit to increase police presence in school institutions.

Economy - the economic development of my city will be another issue. I will commit to all entities that affect the economic development to provide relief (finding locations, facilities and providing administrative support) for the development of their businesses.

Education - modernizing the education system and increase the independence of educational institutions (schools directorates) and increasing participation in decision making of students and parents will be my main commitments in this area.

Health - the progress of citizens' health by putting the patient at the spotlight and modernization of health services will be basic principles in this sector. Special commitment will require the development of systematic visits to children in nursery schools and students at schools, a practice that is forgotten by health institutions.

Environment – as the main strategy will be using strengthening and commitment of environmental organizations by encouraging and supporting financially in realization of their projects with particular emphasis on maintenance of the river Krena.

Administrative Services - The main purpose of my work will be that each citizen, especially from Diaspora to be obtained with necessary documentation within 24 hours.

Fighting corruption - to stop corruption in the institutions I would establish for every Directorate the citizens will actively participate in all decisions and initiatives coming from them.

Participation of citizens in decision-making – each initiative and major decision for my Municipality will bring in public discussion before adoption.

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ISMET POTERA - "If I was a Mayor"

The role of the individual in history has proven that it has often been decisive to change, often, revolutionary. These cases are a lot around the world. But are there in Kosovo? But are there at the current social developments? But in the municipality where I live? There are minor cases of changes to the benefit of citizens. At last, power, leadership, as representative of the citizen's vote must be on the function of the voters.

My motto would be everything in the service of citizens. From this comes the vision: the increase of the quality degree of municipal services towards improving the lives of citizens.

The realization of this vision and achieving the goals of the municipal leadership will be realized with high, quality and active participation, of the interested parties.

The first necessary step that I will do in the area of rising the quality of services is establishment of priorities in this area. Those priorities will identify its citizens. I will do this by keeping constant contact with them, not in pre-phase to seek their vote, but immediately after my election. The significance of this stands in the fact and the effect that citizen participation has in setting priorities for his life. If that citizen is co-participant in building priorities, he will take the part of responsibility in the implementation phase, but also in evaluating the results or possible failures.

Priority over the priorities in my municipality is the infrastructure. Not starting from the center or around the city center where there is an infrastructure, but from villages. Without the construction of infrastructure outside of the city cannot keep it inside the city. So far, almost all mayors have been taken with "regulation" near the house (municipality), but none removed dust and waste from the city.

Construction of infrastructure from the periphery toward the center (distant places from the city) will be affected in halting the village-city migration. This will be achieved with roads, water services, sewage, garbage and other administrative services, health and education, there where the citizen lives.

The territory of the municipality has many beautiful landscapes. This is a good resource for the development of ecological peasant tourism and solving social problems of citizens. Previously there has been interested people from abroad to build tourist capacities, as Tiroli from Austria, a company from Slovenia ... This is not used, but neither are social problems and the migration of citizens solved. This is a priority, which should soon be realized because by this will be softened social-economic problems.

Also this part has very rich sources of pastures, un-used so far. Livestock is a very profitable and perspective branch. Dairy products, will not only meet the needs of citizens of the municipality, but also many other municipalities and for export. Ideal place for livestock, especially sheep and goat, would help much in increasing the social welfare of citizens. Increasing livestock fund will make through loans. Accreditations will not be like before, but each beneficiary will receive obligations. Assessment will be continuous, but also the professional aid.

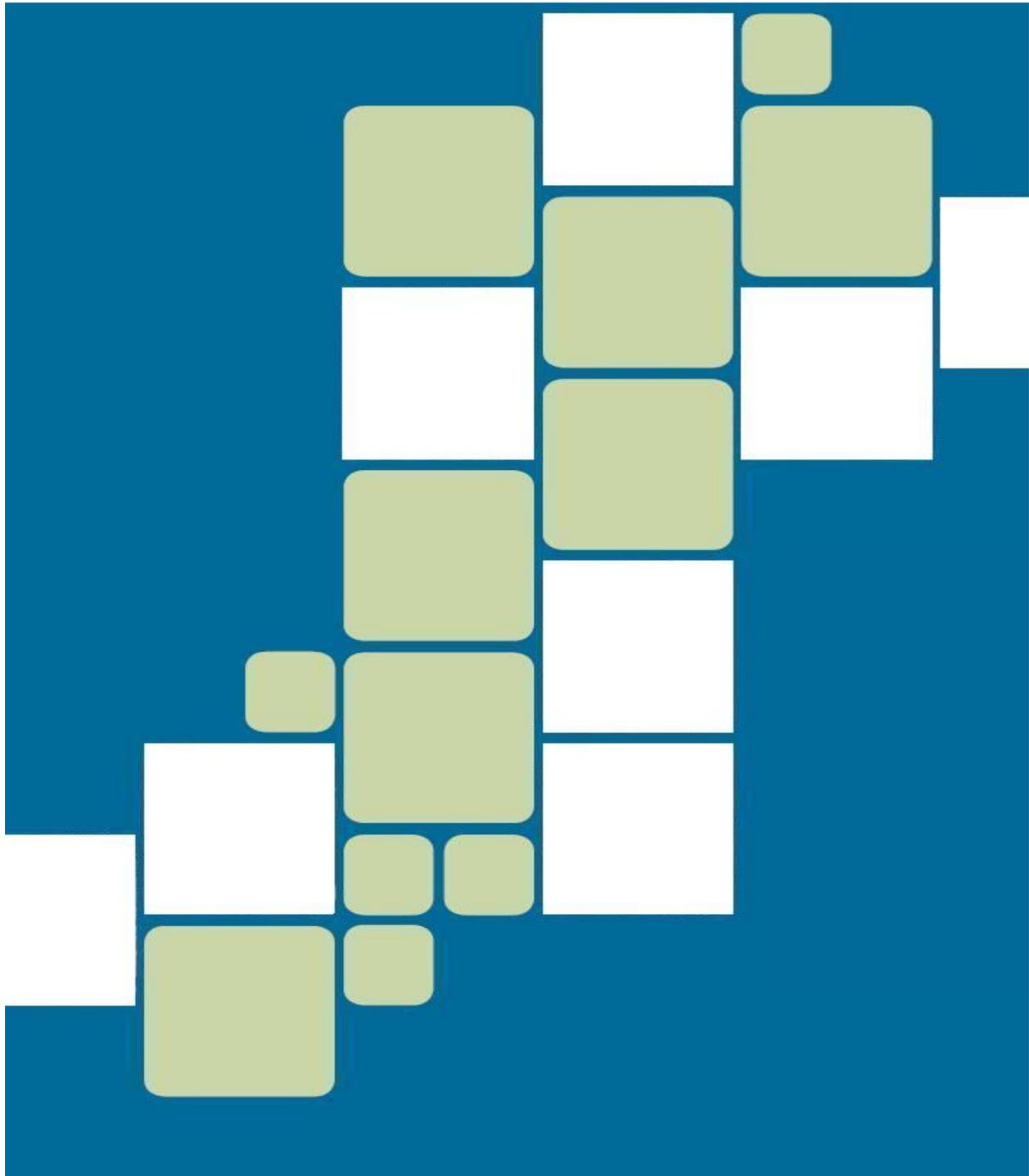
Development of pomology has good opportunities and can improve civic life. Guess with what prices are purchased fruits, apple, pear and plum, which with a little care investment can be secured not only for residents of the municipality.

Administration is a problem and maltreatment for many citizens. This solution will be easily. All citizens will be enabling to access on its files / documents: certificate, ownership ... With an internet access, now all villages are covered with it, will receive the certificate, and office services, land ownership, only will verify and stamped it. For this, I will be training a specialist's team, who would create such software. There will be reduced waiting and will be improved service quality.

Transparency is expressed in the strength and clarity of the objectives of municipal institutions, but also the mayor himself. First, each citizen will be informed in time for the municipal budget, funds that must be collected from taxes, etc. Those means will be proposed and will be presented to the citizens for each priority that will be spent. For each started project and its phases until the end, citizens will receive information and on things where they show interest.

None of the projects, large or small, will not start without public discussion and participation in decision making, in accordance with the three pillars of the Aarhusit Convention.

For any question of corruption, citizen will receive accurate information. Verification will be done by competent officials, but also with the participation of representatives of the community.



AKM has the status of an observer in Council of Europe's Congress of Local and Regional Authorities in Europe. It is a permanent member of NALAS (Network of Associations of Local Authorities in South-East Europe), member of LOGON network, member of LOGIN network and is an Invited Association (similar to the status of an observer) in Committee of Europe for Municipalities and Regions (CEMR).

