

PRISTINA'S DEVELOPMENT STRATEGY OF 2013-2016: AN ANALYSIS OF THE SITUATION IN THE EDUCATIONAL, CULTURAL, YOUTH, AND SPORT SECTOR

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Abstract

Sustainable economic development is done through Development Strategy. Development strategies have some priorities which include encouraging other participants, stakeholders, and those that have impact on the investment to act in accordance with the vision. This is accomplished by working together to establish priorities in the correct way. Also, this is undoubtedly the key to success. Economic development is essential for the survival of all municipalities. Economic growth which is accomplished as a result of an economic development plan, promotes new capital in municipalities. Hence, this is becoming an integral part of the strategic process at the national level. This enables the creation of a better environment and economic competition locally. Local economic development is the process by which local communities (public, businesses, and non-governmental organizations) are working towards the achievement of sustainable economic development and provides an increased level of employment, welfare, and quality of life for all (World Bank, 2009). Local economic development is one of the most important areas to increase the quality of life of the citizens and create a favourable environment for business development (Riinvest, 2002). Development Strategy comes as a response to rapid changes, keeping containment conditions by which interest groups will have the constructive approach in evaluating the situation. Also, the position towards the strategy which takes the specific actions is placed into consideration. This therefore ensures that the changes in the city are not dramatic. Municipalities must learn how to compete and how to deploy themselves in order to ensure quality of life, jobs, and services, which then

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influences the attraction of investments. Strategy is often a prerequisite for financing municipal projects through government grants, FDI, banks, public-private partnerships, or EU funds. During this process, the municipality creates partnerships, both within and outside the municipality. The stronger these partnerships are, the greater the chances of a municipality to secure future development. The strategy in itself provides the opportunity for the community to continuously improve the investment climate. It is a general observation that development strategy should have no overarching plan. Furthermore, it must contain some strategic steps in order for it to increase the system as a whole. Thus, this is done through the mechanisms of different national levels such as changes in the status of the city, public and private investment, public-private initiatives etc.

Keywords: Strategy, development, municipalities, education, science, culture, youth, sport.

Introduction

Sustainable economic development is done through the Development Strategy. Development strategies have some priorities which include encouraging other participants, stakeholders and those that have impact on the investment to act in accordance with the vision.

Local economic development is a process where local communities (public, businesses, government and non-governmental organizations) work towards achieving a sustainable economic development. Hence, it provides an increased level of employment, welfare, and quality of life for all.

The strategy in itself provides the opportunity for the community to continuously improve the investment climate, including sector of Education, Culture, Youth and Sport. In addition, possible improvement of the business environment makes it possible to increase competitiveness in relation to the territory of Kosovo, and other capitals cities in Eastern Europe. In cases where resources are scarce, the effective and efficient allocation of resources is gaining weight and importance. In achieving this, it is necessary to control the use of limited financial resources.

Municipalities must learn how to compete and how to deploy themselves in order to ensure quality of life, jobs and services, which then influence the attraction of investments. Strategy is often a prerequisite for financing municipal projects through government grants, FDI, banks, public-private partnerships, or EU funds. During this process, the municipality creates partnerships, both within and outside the municipality. The stronger these partnerships are, the greater the chances of a municipality to secure future development.

An important prerequisite for the construction of a system of well-municipal budget and its effective management is the provision of funding for projects to manage and acquire skills that transform budget in quality services. Possible sources of budget financing of projects are from a) own resources (b) loans c) donors d) concessions d) FDI f) other partnerships with business community, banks, insurance companies, public utilities etc.

Literature Review

Local government is important because of the skills of being a catalyst for representation in public interest so that the projects is implemented by finding new forms of financing, such as foreign direct investment.

Strategic planning plays an important role in the future success of any organization (Gray and Larson, 2006). However, it has a "created mission, objectives, goals and strategies of what the organization wants to achieve in the future" (Cleland, 1999). The strategic planning process is done by the following four activities: review and define the organization's mission, defining long-term goals and objectives, analyze and formulate strategies for achieving the objectives, and implementation of strategy through project (Gray and Larson, 2006).

In order to fulfil its objectives, communities rarely implement these strategies through projects. Thus, this deficiency is not only important to communities. Businesses have difficulty in completing the final phase of the strategic planning process as it is the most difficult step in the process (Gray and Larson, 2006).

The main goals for municipal organizations are to focus on achieving competitive advantage through projects. Thus, the authors have given different definitions for the project. For example, Lewis (1993) stated that the project is an activity which is not repeated. Hence, it also defines its start and end, with a clear definition of scope and budget constraints. According to Gray and Larson (2006), three problems occur when certain projects are not a priority system. The first problem is known as the "implementation gap". The second problem has to do with the organization's policies. The third problem has to do with the conflict between diversified resources and tasks. Therefore, FDI and chances are a good opportunity to expand the sources of funding of projects in development strategy.

Consequently, this strategy is a process by which citizens and business community, as well as non-governmental sector as partners all work together to create better conditions for real economic growth and employment generation. It focuses on increasing competitiveness and sustainable growth. Thus, it ensures that growth is inclusive. An important prerequisite for the construction of a good system of municipal budget and

its effective management is the provision of funding for projects to manage and acquire skills that transform budget in quality services.

Problem Statement

Prishtina Municipality has approved the Educational Development Plan for the period of 2013-2017. The plan which analyzed the situation in education has paved the vision and strategic objectives. Thus, it has identified budgetary needs for his support. The objective of this plan has been defined below:

- Governance and effective quality management of the educational institutions;
- Increased involvement in pre-school children and provision of quality services;
- Increasing the quality and comprehensiveness of primary and secondary education;
- Construction of the mechanisms for continuous professional development of teachers and
- Creating an environment that is friendly, healthy, and safe for all.

By the end of 2017, a plan is required to ensure a budget of 23,997,500.00 euro to meet the needs of the development of education in Prishtina.

It can be concluded that in recent years, the Municipality of Prishtina has managed to expand the school network making it possible for the educational system in schools to have improved infrastructure and modern school facilities. Thus, this increases the quality of the educational process. During the implementation period of 2008-2012, development strategy have become significant and had a sustained investment in the field of construction of new school facilities. However, this enables the elimination of the third shift at schools, raising the school space of 0.86 m² per pupil in 1.77. Hence, this is closer in achieving an attainable standard of 1.8 to 2.2 m² per student. Significant improvements were also identified with multiple renovations of school buildings, construction of playgrounds for children for school activities, school inventory renewal, didactic, and regulation of school facilities.

Consequently, the structure of pre-university (pre-school) education in the municipality of Prishtina is organized into three levels: primary education, lower secondary education, and upper secondary education. In addition, Prishtina municipality has a total of 54 educational institutions of primary and secondary education of which the total numbers of students attending classes is 49.650. However, 2,375 teachers works with these students (Department of Education)

In preschool education, 1,939 workers are deployed in 8 schools. Also, one pre-(IP) public-private with 51 parallel, conduct their activities in an area of 11.442 m² or 5.90 m² for children that constitutes of 278 employees (199 of educational personnel), 17 administrative staffs, and 59 support workers. Also, they operate (40) private pre-school institutions. Out of them, only two are licensed with 180 children of 3-6 years. Other private institutions deployed 1,393 children.

Involvement of students in compulsory education level is close to 100% marks. In this category, about 61% of the teaching staff who works in the municipality of Prishtina is qualified for this level of education. Furthermore, the level of primary and lower secondary students attending classes are 34.214 (17.721 boys and 16,493 girls) working with 1.754 teachers, administrative workers, and 286 113 aid workers. However, teaching took place in 43 schools and 19 school buildings. In the compulsory education classes, 16 students were Bosnian nationality and 94 students were of Turkish nationality. Furthermore, educational activities have developed the 9 private educational institutions, with a total of 1.129 students. This level of education includes 11.86% of the students at this level in the Republic of Kosovo.

At the level of higher secondary education, Prishtina municipality has 12 schools. Each school has a separate institution that teaches 13,400 students. Due to the activity of teachers, 719 teachers, 36 administrative workers, and 137 support workers was developed. 9 Municipality which operates private schools with 1.129 students affect the growth of quality in secondary education. The municipality has made efforts for the network of primary and lower secondary to be organized so that students have the school closer to their home. The building of new neighbourhoods requires the need of also building new schools in those neighbourhoods. Subsequently, the number of student's participation by the Municipality of Prishtina at the national level is 12.12%. Thus, this has contributed to what has affected the dynamic trend of migration in Prishtina in 1999. After the period of a huge investment in school infrastructure, laboratories and facilities are lacking in most schools. However, this affects the quality of teaching and learning in schools.

The municipality has shown commitment in the establishment of joint school activities, such as organizing various competitions of knowledge, various learning activities, cultural, sports, noting important historical, cultural and educational events etc. Hence, this has been monitoring the learning process. In addition, most teachers and school managerial personnel municipality attended some forms of training.

Despite investments in school infrastructure, with around 49.650 students in pre-university education, classes are overcrowded with students.

This can be observed with 25 students per class in primary education (which is 16% more than the standard which allows 21 students per class) and with 32 students per class in high education level (that is, 52% more than the standard which is allowed for a class).

Furthermore, private institutions of pre-university education are contributing to improving the quality and conditions of educational institutions in the municipality. In 3 primary and lower secondary schools, 745 pupils attend schools. Thus, in 4 high schools, 573 students were attending classes. Education for children with disabilities in the municipality of Prishtina, was also established in three schools with 12 classes of which 115 students were involved. Besides the number and teaching staff in preschool institutions (212 educators), Prishtina Municipality has 1,754 full-time teachers in 43 institutions at the primary and secondary education level.

Prishtina municipality generates significant funds of revenues. Thus, the budget limits set by the Ministry of Finance continues to be an obstacle, especially in increasing the teaching staff, who were under the legislation of Kosovo. However, they can only be paid from the budget grants. Furthermore, schools have limited autonomy in the management of the budget, which is presented as an obstacle to a sound financial management. As presented in Table 1, Prishtina Municipality has made significant investments in the sector of education, culture, sport, and youth by raising the rate of capital investment in the municipal level.

Table 1: Capital investment for the period 2008-2012 in Education, Culture, Youth, and Sports

N0	Year	Culture, Youth, and Sports	Education and Science	Total Capital investment in Culture, Youth and Sports Education, and Science	% participation of Capital investment on Culture, Youth and Sports, Education and Science on Total Capital investment on Municipality
1	2008	1,370,000.00	1,660,000	3,030,000.00	18.88
2	2009	650,000.00	2,470,000	3,120,000.00	19.44
3	2010	1,088,658.00	2,856,342	3,945,000.00	13.68
4	2011	2,393,000.00	4,063,157	6,456,157.00	20.73
5	2012	1,918,000.00	4,163,157	6,081,157.00	18.87

Source: Annual Reports 2008-2012 Municipality of Prishtina

Culture

In municipality, the culture, sports, and youth of the municipal is an important aspect to be put into consideration. In the city, special facilities with cultural importance are concentrated at the national level such as the National and University Library, City Library "Hivzi Sylejmani", the Institute for Protection of Monuments and Museum of Prishtina, Prishtina

Archives, Houses of Culture, Cultural Center children, radio, public and private television (RTK, TV21, TV Koha vision, Klan Kosova TV) and print media. Others includes the Kosovo Philharmonic, Opera, Ballet of Kosovo, the International Theatre Festivals in Prishtina, the Children's Cultural Center in Prishtina, companies, amateur groups of various genres of music, serious music and artistic festivals in Prishtina, children's festivals and various Film Festivals fiction. However, all these cultural and artistic institutions in Prishtina enrich the image of the capital of the Republic of Kosovo (Directors Culture, Youth and Sports).

The capital city has National Theatre, Dodona theatre, and ODA, etc. Subsequently, filmmaking began with the activity of "Kosovafilm" which was founded in the 70s. In addition to these institutions in Prishtina is the Academy of Sciences and Arts (KASA), Institute of History, Institute Alban logic Kosovo Archives, Archives of the City, Kosovo Museum, Art Gallery, and many other important institutions.

The city has many cultural monuments, which are visited by the citizens of the country, tourists, employees who are diplomatic, different Missions of international or even national delegations visiting the State of Kosovo. However, such cultural monuments include Skenderbeu Monument, Mother Teresa, Clock Tower, home Emin Gjika, Great Mosque, Tomb of the former historic President of Kosovo, Ibrahim Rugova, Obelisk New Born, the former building of the Academy of Sciences and Arts, the Cathedral, Mother Therese Tomb of Sultan Murat, Gazimestan, Jewish graveyards, and Martyrs cemetery. In the future, it is expected that the monuments, the square "Ibrahim Rugova" and "Zahir Pajaziti" in Prishtina should experience multiple visits by tourists. Also, Prishtina underground spaces which provide archaeological record of Illyrians period may be potential opportunities for attracting visitors in the future.

During the last strategy implementation, Prishtina Municipality has made a significant increase in the investment of the city's cultural heritage. Thus, this entails the restoration of the city "Hamman" which is redesigned in Museum Neolithic. This object will also have an exhibition space for the gallery where artists can exhibit their works. The restoration of religious buildings that have historical value was adopted in the original state of construction. Thus, this was followed by the investment in growth with new books in the libraries of the city, the construction and functioning of the Archives of Prishtina, the modernization of the City Library as well as other significant investment for the conservation and establishment of indigenous culture of this area. In addition, the "Hivzi Sylejmani" house which was modernized with books and inventory is a great investment in the creation of the amphitheatre which will serve as a multifunctional center for book lovers, young creators, and schools as well.

Pristina Municipality has continuously cooperated with the private theatres, movie houses or associations of composers, musicians and other artists and writers figurative. As a result, it has become a partner in the promotion of local cultural values auditorium at the local and international level. This occurs in the field of music festivals and areas which supports musical backgrounds. Furthermore, the field of art and culture is supporting a variety of festivals such as film, theatre, and drama. Commune with its tools support cultural activities of various national festivals and international publishing activity, exhibitions, promotions and visual arts stage, the participation of our artists, book fairs, traditional fairs, etc. Also, the municipality has prepared a cultural calendar that serves as guidance activities during the year and has the support of projects in the form of subsidies for gender activities

In municipality, a number of institutions and private organizations in the field of art, film, theatre and music operate. Thus, they include N.SH.Illirya Film, NGO "MonAkt" Cut Film Fest ", ODA Theatre, Stage Up NGOs and Animation film Studio, "Foundation" ArsKosova, Pristina Jazz Festival, Music Art Center "Dam", etc. In the future, municipality should make efforts in continuing the positive trend on investment projects in the field of culture by co-operating more with potential donors in the preservation of the cultural and spiritual heritage of the city.

Youth and Sport

Given the fact that Pristina is considered to be the city of young people in this area, significant investments have been made in improving playgrounds and recreational spaces. However, the functioning of public sports clubs rely on the municipal budget, which is insufficient in comparison with the requirements and needs for the professional development of these clubs. Pristina municipality has an authentic sports organization where their activities are performed in 107 sports clubs.

The inability of sport participation in the international arena has made sports clubs possess a motivation for greater results. However, Municipality supports teams and athletes who have participated in international competitions. Support sports clubs and team in the municipality is also allowing the use of gymnasiums from the same schools among the youth and students. On the other hand, there is a legal infrastructure stimulus to private businesses that would like to support the sport. This situation is a consequence of the default management Youth Palace in the competence of the Municipality. As a result, this object with great potential remains at the mercy of time without any investment that would make infrastructures usable for sports and youth activities.

Furthermore, Pristina municipality has approved “Local Youth Action Plan 2013-2015”, and 2 regulations on Volunteering and Youth Action Council, enabling the implementation of program policies for Youth and Sports Department. Therefore, the municipality is focused on building and promoting youths and athletes in various fields

In order to support youth activities, municipality has sharing space “Pristina Youth Centre” which enables the realization of various youth performances. The municipality has collaborated with various organizations, which have supported many activities and projects with considerable material value. In order to increase the capacity of their capital, the youth are supported through numerous projects. At the same time, it is done through organized youth events and important sports matters such as various youth events, festivals, support youth NGOs, support artists in their activities, exhibitions and concerts as well as promotions, exhibitions, research, training, and movies . Therefore, this is accomplished by supporting sports projects (sports clubs, various sports associations and promotion of staff in the field of sports), and youth projects. In addition, this marks the date of important matters of youth-sports activities such as Marathon, Day of Europe - May 9, Day of Pristina, International Youth Day, Month of Youth, the Sportsman of the Year announcement etc.

Target 1. Increase the quality in the provision of educational services, adequate and functional infrastructure, inclusion, equality, and respect for diversity in education

Target 2. Increase the quality and number of cultural and sports events with appropriate institutional infrastructure, technical, and professional techniques During the implementation of the previous strategy, deficiencies within the organizational scheme Municipalities of Pristina were observed. Therefore, the need arises for the formation of the Economic Development Agency, which must be formed by a separate decision of the Mayor, a project led by the Department of Economic Development. Thus, the composition of this Agency includes representatives of the main departments, who manage projects and simultaneously evaluate and monitor the implementation of the strategy. As a result, this creates the opportunity and the possibility that its community have access to the monitoring process.

Conclusion

Municipality of Prishtina has approved Regulation for the creation and facilitations of external investors. This regulation adopted by the Municipal Assembly, is the basis for the creation of an environment with adequate infrastructure. However, the basis of the Strategic Development Plan that established businesses based on direct foreign investments will be exempted from paying municipal taxes at a given period of time (2-5 years).

This regulation is welcomed from the business community where the main objective is to encourage FDI to invest in the area of our municipality. Furthermore, regulatory Plan for new Industrial Works Site (Commercial) 600 ha area, will create an adequate and affordable space for the FDI, and the investment for local investors. In this situation, foreign investiture should invest in the business centres.

The role of the Agency (department) for the Coordination and Implementation of the Strategy makes possible:

- *Establishment of a working group or advisory group, necessary for planning and implementation;*
 - *Organizes the participation of stakeholders and the business community, and it realizes communication through meetings, forums, partnership development, and media;*
 - *Put into action coordination with public and private bodies;*
 - *It is responsible for monitoring and evaluating the regulatory basis;*
 - *Has the responsibility of improving the plan as necessary, and*
- Has the responsibility for reporting to the municipal authorities, such as the Mayor and Board of Directors.

Moreover, the body can be financed by public funds (special grants, local government support, etc.) and also from the private sector funds.

Based on approved projects Development Strategy, project managers must manage these funds more efficiently and professionally. Their reporting start-up, supervision, and project completion timeframe within the planned budget framework is very necessary. The project manager must inform the Agency (department) for the implementation of the project and the nature of the whole difficulties they encounter on the project. They should review its options or review it in cases where it lacks the basic conditions for implementing the project. However, this makes reporting and information Agency (department) at any time to be able to monitor the process of implementation of the Strategy in performing projects.

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