

NEP Partnership Kamenica

Strategic orientations and action plan
2004-2006

Summary Public Document

April 2004

This project is supported by the European Training Foundation and the Italian government and was as commissioned by the Employment and Skills Observatory of Kosovo (ESOK).¹

The contents, opinions and recommendations delivered in the report are those of NEP (Kamenica) and do not commit ESOK, ETF or the Italian authorities in any way.

1 ESOK facilitates information exchange, collaboration and partnership between key stakeholders concerned with manpower development in Kosovo. It also promotes cooperation between Kosovo, South Eastern Europe and the European Union.

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Mission Statement

NEP Partnership will engage in stimulating economic development and vocational training based on available resources with the aim of reducing unemployment and improving the quality of life for all.

NEP Partnership, December 2003

Equity Statement

NEP Partnership is committed to emancipation and capacity building of men and women as they seek to overcome disadvantage and enhance the quality of their lives.

It is the Partnership's conviction that this process of empowerment and enrichment can only occur in a manner that ensures total equality.

The Partnership recognises the equal rights of all sections of the wider community, regardless of gender, religion, age, disability, marital status, socio-economic background or ethnicity.

From the outset, the Partnership has been committed to involving all sectors of the community. Its strategies to help overcome disadvantage and exclusion are designed in such a way that equality is protected and promoted.

NEP Partnership, April 2004

1. Introduction

Since the end of the war in Kosovo in 1999 international support has been provided for the reconstruction of the physical infrastructure with housing, roads, water and sewerage and communication services being gradually restored. In addition with the assistance of the United Nations Mission in Kosovo (UNMIK) the necessary frameworks have been established for the development of a market economy. With a dependence on the state through socially owned enterprises, heavy industry and mining many areas in Kosovo are experiencing high levels of unemployment. Coupled with the under investment in the economic and social infrastructure and a high dependence on agriculture for food and employment the situation is such now that there is a significant number of men, women and children experiencing poverty and social exclusion throughout Kosovo.

With the assistance of funding from the European Training Foundation (ETF) and the Italian Government a pilot initiative called the LEEDAK (Local Economic and Employment Development in Albania and Kosovo) Project was established in 2003 to support innovative strategies and measures to determine how unemployment and economic development at local level could be more effectively addressed in Kosovo and Albania.

Following an open call procedure a local group from the Kamenica municipality (NEP) area were chosen as the pilot partnership area for Kosovo. Since the selection process the group consisting of Kamenica Municipality, the Regional Enterprise Agency (REA) Gjilan, the Employment Office Kamenica and the Andrea Durrsaku Technical School has participated in LEEDAK Project coordination meetings, teambuilding exercises, strategic planning workshops, attendance at Partnership meetings, membership of a management group in some cases and study visits to Ireland and Sicily. All of this learning has helped to focus the group on addressing the local issues that they are most familiar with.

There are a number of issues that identify the Kamenica municipality as an area experiencing significant levels of deprivation and poverty. The following facts substantiate this claim:

- 70% of the labour force is unemployed
- 65% of the unemployed are long term unemployed (i.e. greater than twelve months unemployed)
- 64% of job seekers are described as unskilled
- Only 29% of jobseekers had attended secondary education
- Only 1% of jobseekers have attended high school or university education

- Up to 20% of the road infrastructure is only third class and roads connecting the villages in the Partnership area are in very poor condition;
- Only 25% of the population is connected to the public water supply system ;
- Only 33% of households are linked to the public sewerage system ;
- One third of the population has a refuse disposal service provided locally through the municipality ;
- Young people in the 15 – 19 age bracket form only 4% of the population;
- 616 families are assisted by the Social Welfare centre in Kamenica with aid, which is of benefit to 2,250 individuals;
- Women and minorities are socially excluded by lack of participation in education, employment and enterprise;
- Women form only 13% of those in employment in Kamenica ;
- 77% of women seeking employment are unskilled compared to 52% of men;
- 66% of minorities seeking employment are unskilled;
- Educational attainment among minorities seeking employment is to secondary level only with very few exceptions.

With the assistance of the resources available under the LEEDAK Project the Kamenica group has formed the NEP Partnership to address these issues.

This paper sets out the plans of NEP Partnership to address the needs of the Kamenica area for the period 2004-2006 to be shared with local, regional and international partners.

The paper begins with context setting: an assessment of the socio-economic profile of the municipality followed by a definition of priorities with measures to be addressed: economic development, infrastructure, education and training and partnership development. It outlines measures planned to ensure that the objectives are met. The paper also summarises the level of resources required to implement the plans and which will assist NEP in the search for donors and other support.

2. Socio-economic & demographic profile

2.1 General

Kamenica is the most easterly of the municipalities of Kosovo stretching to the border with Serbia on the eastern part of the Anamorava River. It shares the border with municipality of Gjilan, Prishtina and N. Berdo (Artana), as well as with the municipalities of Bujanoci, Medvegja and Vranja in Serbia. The total Partnership area corresponds with the area of the municipality, which is 523 sq. kilometres.

Kamenica, the main urban area within the Partnership is 75 kilometres from Prishtina, the capital of Kosovo and is located in the Gjilan region of the province. Gjilan itself is 30 kilometres from Kamenica. There are a total of 76 villages and towns in the Kamenica Municipality area of which 35 are inhabited by Albanians, 27 by Serbs with 14 mixed settlements.

Some 60% of the territory of the NEP Partnership area is hilly and mountainous with some valleys around rivers, with suitable land for agriculture and fruit growing. These are mostly to be found around the Krivareka, Desivojca and Hogosht rivers in the northern part and the Anamorava River in the south.

Much of the flat areas in Kamenica are agricultural land with 16,221 ha of arable land, 9,246 ha of pastures, 3,927 ha of meadows, 200 ha of orchards and 20 ha in vineyards. The agricultural land is made up of very small farms of less than 5 hectares in most cases.

The hilly areas of the Partnership are rich with reserves of natural resources including magnesium, kaolin, bentonite, quartz, limestone, granite and building materials like sand and gravel.

2.2 Population

The population the NEP Partnership area is 56,774 with a population density of 108 inhabitants per square kilometre. Based on statistical data since the war the gender composition is 52.6% male and 47.4% female. Unofficial estimates are that 85% of the population is Albanian with the remaining 15% made up of Serbs and Roma.

Some 61% of the population is under 40 years of age while 61% (34,614) of the inhabitants are aged 20 – 65 as the potential labour force. 30% of the population is under the age of 15 but only 4% of the population is aged between 16 years of age and 19 years of age.

The vast majority of the population lives in villages and are employed in agricultural and livestock activity. Agriculture is a very significant part of the economic activity in Kamenica.

The town of Kamenica is by far the largest urban area within the Partnership area with approximately 10,200 inhabitants.

2.3 Education

There are 24 schools in the NEP Partnership area providing primary and secondary education for 9,785 young people from the area. In addition to the schools within the Partnership area many young people also attend school in Gjilan, the regional centre for Kamenica municipality.

The following table provides a breakdown of the participation by age and ethnic origin in pre-school, elementary school and secondary school.

School Age	Albanians	Serbs	Total
Pre-school (3-6)	623	183	806
Elementary School (7-15)	5,814	1,132	6,946
Secondary School (15-18)	1,536	497	2,033
Totals	7,973	1,812	9,785

Table 1. Schooling by principal ethnic groups

The statistics above related to education show that the participation of Serbs at secondary school level is low. Encouragement for minorities is required to ensure that young people complete secondary education so that they will be in a position to avail of employment opportunities. This may include parenting support for families, adult literacy services, home school liaison services specific elementary school initiatives to improve transfer to secondary education and learning supports e.g. homework clubs, after school initiatives etc.

2.4. Employment

Private Sector

In the Partnership area there are approximately 4.300 people in registered employment. Almost half of all those in employment are in SMEs employing between one and four workers. Some 75% of all private sector employment is in the trade and service sector. From information provided by Kamenica Municipality only 107 women are owners of private enterprises and women also account for just 13.4% of the total number of employed in the area.

Size of enterprise	Total
SMEs (1-4 workers)	2,201
Medium 5-50 workers	135
Large over 50 workers	110
Grand total	2,446

Table 2. Small and medium enterprises

Public sector

Public sector employment accounts for approximately one third of all those employed in the NEP Partnership area with education, health, the police service and the municipality as the main employers. From the Kamenica Municipality statistics the participation of women is highest in the health and education sectors with significant participation by women from minorities in these sectors also. In other areas of the public sector however the participation of women and minorities is not as balanced from a gender or equality perspective.

Enterprise

Economic activity in the Partnership area is dependent on agriculture and small enterprises which are predominantly service industry although there are a small number of production enterprises. There are a total of 1,280 enterprises with 14 of these in the social enterprise sector.

The main private sector enterprises are the Kabi milk factory in Rogacice, the Hugos beer factory in Topaniva, the brick factory in Crep and the Fungo FF mushroom factory in Kamenica. Other enterprises include sand and gravel businesses, concrete works and timber producers. Among the social enterprises most of the companies are no longer in production and are awaiting the development of the privatisation process in Kosovo. The Kosovo Trust Agency is responsible for the management of socially owned enterprises in public ownership in the Kamenica area. Considering the substantial industrial property involved, the numbers previously employed by the socially owned enterprises and the potential for future development it is imperative that the Partnership engages in dialogue with KTA to assess the realistic options for these enterprises in the future.

Agriculture

Much of the local population in NEP Partnership area is dependant on agriculture for food and economic activity. The agricultural area is 29,304 hectares in total consisting of:

Land use	Hectares
Arable land in the social sector	320
Arable land in the private sector	16,221
Pastures	9,246
Meadows	3,297
Fruits and vineyards	220
Total	29,304

Table 3. Land use by hectares

Note: From this can be seen that 91.5% of the surface belongs to private sector, while 8.5% to social sector.

The crops grown on arable land are mostly wheat, corn and oats. Forage plants are grown also to a greater degree than vegetables and potatoes although the planned use of land for wheat and corn in particular have not been achieved due to a lack of adequate fertilisation arising from high costs to local farmers. Issues that have prevented the greater use of arable land have been cited as the high cost of agricultural inputs, lack of guaranteed markets and cheap imports from neighbouring areas.

Farming in Kamenica is mixed in general with families maintaining livestock for consumption as well as growing small amounts of crops. There are 8 mini farms involved in milk production, eggs and meat production. In addition there are a number of agricultural related businesses in the area including slaughterhouses, agricultural pharmacies, cooperatives, a mushroom producer, five bakeries and four public markets in Kamenica and Rogaqice.

3. Analysis of Profile

3.1. Introduction

As set out in the socio-economic profile of the NEP Partnership area the Partnership is strategically positioned geographically as the most eastern municipality area within Kosovo. The absence of ethnic dissent and the number of areas where Albanians and Serbs live in the same community also provide evidence of the inclusive civil society within the Partnership area. In the case of the NEP Partnership it is also privileged to have the full support of the municipality in Kamenica, which is playing a major role in the involvement of the local population through their elected representatives in restoring and developing the Kamenica area in social, economic and cultural terms. Therefore it is a sensible approach by the Partnership to build on this key role that the municipality plays and to involve other partners who have expertise, local knowledge of specific issues and responsibility for the delivery of key services from a statutory or voluntary perspective.

While there are a multiplicity of organisations working in the Kamenica area or providing support for social, economic and cultural development although much is actually focused to date on social and cultural issues the focus of this strategic plan is on economic development and the creation of employment. In supporting the creation of sustainable employment NEP Partnership has identified the following key areas to focus on over the next three years:

- Economic Development
- Education and Training
- Infrastructure
- Partnership Development.

3.2. Economic Development

In analysing the profile of the Kamenica municipality area the NEP Partnership identified the issue of unemployment as the key focus of their work and the issue on which they want to make significant progress during the term of this plan.

The Partnership has also identified the macro issues that need to be addressed on a national or at a political level that will continue to hinder development at a local level if they remain unresolved. These include the need for national programmes targeted at the long term unemployed providing incentives for return to learning, retraining programmes linked to employment opportunities, work experience and work placement programmes aimed at providing skills development linked to sustainable local community projects and improvements in the range of services for the unemployed and ongoing investment in the network of employment service offices.

The fact that there is 61% of the population is aged between 20 and 65 and an estimated 70% of the labour force unemployed demonstrates the need to provide labour intensive employment that is of benefit to the locality in the Partnership area. Using the resources of the organisations involved in the Partnership there is an opportunity to develop projects that will enhance the social and economic fabric of life in the municipality area while also providing meaningful work for the unemployed, improving their skills and confidence and in some cases providing the encouragement for entrepreneurship.

There are also possibilities in the NEP Partnership area to use the resources of the Partnership to link with existing businesses to identify opportunities for the unemployed. The Partnership role could be to provide training programmes with the specific skills required by the employer as well as elements of personal development, job seeking skills and work placement opportunities.

From the socio – economic profile of the Kamenica area the NEP Partnership has identified a need for minorities and women to play a more significant role in the labour market locally. The role of the Partnership may include the development of specific initiatives or the amendment of existing programmes provided by other organisations to meet specific local needs.

Economic development in Kamenica municipality area is primarily dependent on agriculture, the municipality and other institutions as public service employers and the private sector that is mainly made up of small companies with less than five employees. Key issues affecting the establishment of new businesses in Kamenica include the lack of finance at attractive rates for new business development, the structuring of trade tariffs to protect indigenous products, the privatisation of socially owned enterprises, the interruptions in electricity supply and most importantly the resolution of the status of Kosovo.

At a local level the socio-economic profile indicates that there are a number of existing businesses that are successful and have the potential to develop thereby creating opportunities for the unemployed. The lack of a business network has been identified by NEP Partnership in the course of its development and is one of the key actions for implementation. The presence of a business association will provide a stimulus for economic development among the existing business community and provide a key link with state institutions through the NEP Partnership structure.

A lack of business skills has been identified during the consultative process as an issue that needs to be addressed both to assist existing businesses but also to motivate and encourage new business start ups. The ongoing encouragement and development of the private sector at a local level will be a key factor in the revitalisation of the economy in the Partnership area. For its part the NEP Partnership is in a position to promote initiatives like the establishment of micro financing options for enterprise projects in the form of grant aid, refundable aid, rent/interest subsidies or equity taking through the Partnership structure. Other initiatives could include the availability of socially owned enterprise properties that are not immediately required, on a nominal lease basis for enterprise development using the Partnership as an agent or facilitator.

As agriculture is a significant contributor to the economic well being of a rural area like Kamenica NEP Partnership will need to consider specific initiatives to encourage diversification, identify local needs and markets and development of initiatives like food processing with links to existing enterprises or the establishment of new businesses.

3.3. Education and Training

Some 61% of the population in the NEP Partnership area is under 40 years of age and similarly 61% is aged between 20 years of age and 65 years of age. However 30% of the population is aged between 0-15 with only 4% between the age of 16 and 20. With young people forming such a large cohort of the population the quality of education is vital for the future prosperity of the NEP Partnership area. In the preparation of this plan the Partnership has identified the need for the physical infrastructure of the schools to be improved in the Kamenica municipality area and significantly also for the teaching profession to receive ongoing in-service training to improve teaching methods and to make education more relevant to the needs of industry where the employment opportunities will be in the future.

Some 64% of those seeking employment at the employment office in Kamenica were unskilled and 29% had attended secondary school with only 1% having attended high school or university. The fact that university education is only available in Prishtina means that young people may leave the area to take up university education and not return thus losing the potential of those young people to the local area.

There is a need also to encourage the adult population to see education as a life long process. With a significant number of the job seekers lacking skills the educational facilities in the Partnership area should be used to encourage adults to return to education to improve their qualifications as well as using the facilities to retrain workers with redundant skills for new employment opportunities

3.4. Infrastructure

In undertaking the development of this strategic plan the Partnership identified infrastructural issues as a key concern to be addressed in the future. The improvement in the quality of life for citizens through social economic and cultural development will be based in the future in having an infrastructure that is well planned and maintained by the citizens with professional support.

From the profile it is evident that the municipality area in Kamenica has a great deal of resources managed by the municipality, which provide housing and accommodation, water, sewerage, energy and other public services for the citizens of the area. It is evident also that there is a great need for extra resources to extend public services to the more rural areas of the municipality area in smaller villages and to refurbish infrastructural damage caused during the war. From a planning perspective there is a need for development plans for rural areas and the implementation of planning controls to ensure that future infrastructural developments are built in a manner that does not have a negative impact on the environment.

From the profile it has also been highlighted that the improvement in educational attainment will necessitate ongoing refurbishment of existing schools that have been damaged during the war. There is a lack of suitable premises in the Partnership area for the provision of specific training programmes that require workshop premises and this may involve the need to refurbish existing buildings as training centres for adults returning to work.

In supporting economic development there is a need to improve the road infrastructure between villages and provide serviced sites for industrial development in line with the existing spatial plans. The Partnership has also identified a lack of workspace for new business start-ups. This may involve the development of an enterprise incubation centre, the refurbishment of vacant premises or discussion with the Kosovo Trust Agency about the possible use of socially owned enterprise workspace that is currently not in use.

3.5. Partnership Development

While the reduction in unemployment is the major issue for the Partnership to address the development of NEP Partnership itself is of major significance to the stakeholders - Kamenica Municipality, the Regional Enterprise Agency in Gjilan, the Employment Office, the Andrea Durrsaku Technical School, Kamenica and representatives of the local business community.

The profile of the Partnership area includes the contribution that each stakeholder plays in the locality. The Partnership group has invested their own time and resources in their involvement to date and have participated in study visits, teambuilding and strategic planning exercises and held their own ongoing management meetings. From this process there is recognition of the roles that each organisation has to play as well as realising that the process of partnership building is essential for the socio-economic development of the NEP Partnership area.

The ongoing development of the Partnership will continue to be open to including other stakeholders identified in the socio-economic profile like youth, women, minorities and sectoral representation e.g. the agricultural sector. Meanwhile the existing stakeholders have through their own strategic planning process summarised their analysis of the NEP Partnership area in the form of a SWOT analysis below.

NEP Partnership: summary of SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Young Workforce ➤ Professional skilled labour force ➤ Agriculture ➤ Low labour costs ➤ Good Entrepreneurship ➤ Good geographical location ➤ Public transport ➤ Good community spirit ➤ Natural resources ➤ Large number of villages ➤ Good work ethic ➤ Central location 	<ul style="list-style-type: none"> ➤ Lack of funding ➤ Weak infrastructure ➤ Unreformed education system ➤ Lack of information ➤ Lack of long term planning ➤ Lack of trade tariffs to protect domestic produce ➤ Migration of rural population to towns ➤ Small farm holdings ➤ Few manufacturing enterprises ➤ Unemployment ➤ Lack of business management skills
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Agricultural development ➤ Increase in local production ➤ Industrial development ➤ Widening of Partnership Membership ➤ Rural Transport development ➤ Organisation of Training Programmes ➤ Privatisation ➤ Comparative advantage of border location ➤ Tourism ➤ Horticulture 	<ul style="list-style-type: none"> ➤ Status of Kosova unresolved ➤ Fiscal policies not adequate ➤ Lack of private entrepreneurship ➤ Unreliable electricity supply ➤ Migration of youth ➤ Lack of funding ➤ Customs and excise rates

4. Aims and Objectives

The stakeholders involved in the development of the Partnership have engaged in consultations and strategic planning exercises during December 2003 and January 2004 to develop the mission, aims and objectives for NEP Partnership over the next three years.

The mission statement sets out the role of the Partnership to stimulate economic development and vocational training. NEP Partnership will act as a facilitator, agent or broker for organisations involved in the Partnership or other public, private or voluntary based organisations which have the expertise and resources in some cases to deliver services that will assist in reducing unemployment and contribute to the improvement in living standards and quality of life for the people who live in the Kamenica municipality area.

Having analysed the strengths, weaknesses, opportunities and threats of the Kamenica area during their deliberations the NEP Partnership stakeholders agreed on a number of aims and objectives for the Partnership for the period 2004 – 2006.

4.1 Aims

The aims of NEP partnership for 2004-2006 are as follows:

- To encourage an increase in local production and services thereby contributing to an increase in employment and economic activity in the area;
- To achieve an increase in the range of technical skills and to retain and increase the number of professional staff in the Partnership area;
- To improve the local infrastructure through better planning, improved use of current resources and the sourcing of extra funding for priority projects;
- To develop the capability of the Partnership to contribute to local socio – economic development.

4.2 Objectives

Having established these aims the Partnership using a log frame planning approach developed 4 core objectives and associated measures:

Economic Development

- The Partnership will work with existing businesses to improve their potential for employment and wealth creation by providing business skills training, access to new markets, assistance in sourcing and training employees and opportunities for networking and business to business contacts;
- The Partnership will encourage new business start ups by organising business skills training, seeking resources to provide as incentives for new businesses for feasibility work or with start up costs;
- The Partnership will assist local entrepreneurs with the sourcing of finance and will investigate the possibility of sourcing resources for the establishment of a locally owned credit bank;
- The Partnership will lobby for favourable fiscal policies and conditions for local produce on a pilot basis with national authorities particularly for agricultural and horticultural produce;
- The Partnership will develop local workspace facilities for new businesses to become established.

Education and Training

- NEP Partnership will undertake a survey of labour market needs in the Kamenica municipality area in 2005;
- The Partnership will support the delivery of staff training to stakeholder organisations to improve the quality of training available from existing organisations;
- The Partnership will lobby for improvements to be made in the school curriculum and for in-service training for the teaching profession;
- The Partnership will establish working groups involving stakeholder organisations to coordinate professional expertise available within these organisations for the social and economic benefit of the Kamenica area;
- The Partnership will seek funding for equipment and advanced technology to assist in the implementation of more efficient delivery of services.

Infrastructural Development

- NEP Partnership will facilitate consultation with the local population through village councils to identify priority needs within the Kamenica area;
- The Partnership will support the preparation of development plans for rural villages in the Kamenica area and will seek to ensure that socially excluded groups participate in the process;
- The Partnership will support the development of local initiatives to improve the physical infrastructure e.g. landscaping of public areas, litter campaigns, amenity and recreational areas, restoration of derelict buildings for community use etc;
- The Partnership will promote the local infrastructure and environment in publicity campaigns to encourage citizen participation.

Partnership Development

- The Partnership will register as an NGO in March 2004 and will establish formal policies and procedures for cooperation between stakeholders and for the operation of the Partnership during the term of this plan;
- The Partnership will establish an office and recruit professional staff to support the implementation of the actions in this plan;
- The Partnership will engage in ongoing capacity building exercises to develop its potential to influence socio-economic development;
- The Partnership will increase the number of stakeholders in the Partnership by encouraging participation from a wide range of organisations including socially excluded groups;
- The Partnership will disseminate its learning to other areas in Kosovo and the Balkans and will explore the possibility of marketing its expertise on a consultancy basis.

5. Action Programme

Based on its aims and objectives NEP Partnership is committed to addressing the chronic economic and unemployment situation in Kamenica through a series of integrated actions which are designed to encourage local unemployed people to avail of retraining, work experience and job opportunities. These employment opportunities will be created by new and existing businesses as a result of the lead role that the Partnership will play in motivating enterprise and encouraging national and donor organisations to support.

A summary action programme is attached in annex. This covers the key themes of Partnership Development, Economic Development, Infrastructure and Education and Training details 21 actions seeking an investment of €451,450 during the period 2004 – 2006. In addition to the funding sought, each of the stakeholders involved will commit their own resources for the design and delivery of the actions outlined.

6. Further information

Further information on the 2004-2006 NEP plans or other information on the partnership may be had by contacting

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Annex 1

NEP activity plan 2004-2006

Objective 1	Name of Project	Description	Development Phase	Commencement Phase	Cost of Project	Potential Sources of Funding
<i>Partnership Building</i>	Establishing the Partnership	The Partnership will register as an NGO in March 2004 and will establish an office and recruit a coordinator by May 2004.			€50,000 per annum x 3 years = €150,000	ETF
	Capacity Building	The Partnership will develop its capacity as a Partnership over the next three years with training for Partnership members, study visits for Board and staff and strategic reviews to assess progress and future planning needs			€5000 per annum x 3 years = €15,000	ETF (2004) ERP (2005,2006)
	Stakeholder Participation	The Partnership will consult with its stakeholders and the wider public and will expand the number of stakeholders in the Partnership			€500 per annum x 3 years = €1500	

Objective 2	Name of Project	Description	Development Phase	Commencement Phase	Cost of Project	Potential Sources of Funding
<i>Economic Development</i>	Business Association	The Partnership will facilitate the establishment of a business association in association with Kamenica Municipality and REA	Establishment -April 2004 Work Programme – September 2004	May 2004	€1500 per annum x 3 years = €4500 (Promotional activities)	
	Business Skills Training	REA will deliver business skills training to existing businesses in the Kamenica area in September 2004.	June – Aug 2004	September 2004	€3500 x 4 = 14,000	€1000 (REA)
	Start Your Own Business Course	REA will deliver start your own business courses in June 2004 and October 2004 for unemployed people interested in self-employment. Participants will be selected following interview and assessment		June 2004	€7000 x 2 = €14,000	€2000 (REA)
	Milk Initiative	NEP will establish a milk initiative during 2004 in consultation with local farmers to repair the milk factory and re-establish milk business employing former employees of the milk cooperative.	June – September 2004	October 2004	€47,700	
	Honey Production	The Partnership will support 100 bee farms to increase production and generate additional income for farm families and increase employment in the food processing industry.		May 2004	€13,250	
	Horticultural Enterprise Project	The Partnership will source unused horticultural land / property to provide horticultural skills training. The project will operate as an enterprise growing produce for local markets with a view to encouraging participants to establish their own horticultural enterprises.	June – December 2004	January 2005	€10,000 x 2 years = €20,000	

Objective 2	Name of Project	Description	Development Phase	Commencement Phase	Cost of Project	Potential Sources of Funding
<i>Economic development</i>	Alternative Agricultural Enterprise Promotion	With the assistance of Kamenica Municipality staff the Partnership will organise consultations for farmers in local schools and cooperatives to encourage and promote increased agricultural production and diversification.		June 2004	€14,500	
	Pre Employment Training Programmes	NEP will promote pre employment training programmes in Kamenica commencing in June 2004 combining skills training e.g computer skills with personal development and job seeking skills training. Participants will also undertake work experience during these programmes		June 2004	€6000 per annum x 3 years = €18,000	
	Job Club	Linked to the pre employment programmes a Job Club will be established to support the long term unemployed to obtain work through CV preparation, interview skills etc		September 2004	€5000 per annum x 3 years = 15,000	

Objective 3	Name of Project	Description	Development Phase	Commencement Phase	Cost of Project	Potential Sources of Funding
<i>Infrastructural Development</i>	Enterprise Workspace	NEP will carry out an audit of premises suitable for conversion to enterprise workspace. A feasibility study will be completed using the resources of Kamenica Municipality and REA and a business plan / funding application prepared for submission to interested donors / national authorities.	Jun – Dec 2004		€5000 (feasibility/business plan)	
	Training Workshop	NEP will support the conversion of unused classrooms at the Andrea Durrsaku Technical School to a workshop training facility available to the Partnership for employment linked training programmes.	June – September 2004	January 2005	€15,000	
	Tidy Villages Initiative	In association with Kamenica Municipality NEP will consult with local village councils and citizens to identify community projects to enhance the appearance of villages. Support will include the preparation of plans, skills training e.g construction skills, horticultural skills etc and the employment of up to 20 local people to implement projects.	Jun – Sept 2004	November 2004	€40,000 per annum x 2 years including training allowances /employment costs = €80,000	
	Citizen Participation	NEP will support Kamenica Municipality to prepare local village plans by organising community meetings to encourage citizen participation and ownership	Oct- Nov 2004	February 2005	Overheads only	

Objective 4	Name of Project	Description	Development Phase	Commencement Phase	Cost of Project	Potential Sources of Funding
<i>Education and Training</i>	Welding Courses	In association with the local Technical School NEP will promote welding courses for unemployed people in the Kamenica Municipality area. The courses will provide certification and links to local job opportunities	Jun – Dec 2004	March 2005	€3500 per course x 3 = €10,500	
	Electrician Courses	In association with the local Technical School NEP will provide courses for people interested in employment in the electrical trade providing certification in electrical installation. People interested in self employment will participate in business skills training programmes supported by the Partnership	June – Dec 2004	Feb 2005	€3000 per course x 3 = €9000	
	Computer and Office Skills Training	Participants on this programme supported by the Partnership will achieve certification in computer skills to the European Computer Driving Licence (ECDL) accreditation and will be linked to a jobs club for support to gain work experience and employment.	May 2004	July 2004	€2500 (four courses per annum) x 3 years = €7500	
	Facilitation / Leadership Skills Training	NEP will promote citizen participation and professional development through leadership and facilitation skills training in association with stakeholder organisations	July – Dec 2004	March 2005	€2500 per annum x 2 years = €5000	
	Schools Enterprise Competition	In association with REA the Partnership will promote enterprise education in local schools through a schools enterprise competition	July – Dec 2004	Jan 2005	€5000 per annum x 2 years = €10,000	
TOTAL					€451,450	

Annex 2

NEP Board of Directors

NEP Board of Directors

Shaip Surdulli	NEP Chairperson & Mayor of Kamenica Municipality
Fehmi Kastrati	Director, Andrea Durrsaku Technical School
Sinan Sadiku	Director, Employment Office Kamenica
Ganni Privera	Regional Enterprise Agency, Gjilan
Fatmir Krasniqi	Managing Director Fungo FF, Kamenica

The NEP Partnership was formally convened as a Board of Directors on 13th December 2003. The original partner organisations were: Kamenica Municipality, Regional Enterprise Agency Gjilan, the Employment Office Kamenica and the Andrea Durrsaku Technical School Kamenica.

Since the formal establishment of the group representatives of the business community have been invited to join the Partnership Board of Directors. Two representatives have agreed to join the Board. A business association will be formed during 2004 to provide a forum for feedback from the Board of Directors and to enable local businesses to raise issues of concern through the Partnership.

Meetings

The Board of Directors meets at least monthly and more frequently as required from time to time. The Partnership will hold an Annual General Meeting each year to review activities, consider financial statements for the year and to facilitate feedback to all stakeholders.

Sub Committees and Working Groups

The Partnership will appoint sub committees to undertake specific tasks and monitor the progress of projects over the three years of this plan. In doing so the Partnership will involve a number of individuals from each of the stakeholders together with new partner organisations. In doing so the Partnership will widen the range of expertise available to it as well as promoting networking among the various sub committee members.