



***CSSProject for Integrative Mediation***

**Report**

**Professional Training for Key Leaders from  
Rahovec / Orahovac  
*Level 3***

**Struga**

**9 – 13 July 2007**



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## **Integrative Mediation: Bringing Local Leaders Together**

CSSP – Verein für Integrative Mediation e.V. (CSSP e.V.) is a registered non-profit association based in Berlin, Germany. It was founded on 16 June 2006 in Berlin and has ten founding members. Its purpose is to improve inter-ethnic communication and cooperation, and the implementation of peace initiatives to resolve local conflicts through Integrative Mediation. It also promotes efforts to support the development of democratic processes as a tool to overcome conflicts. The organization is fully funded on a yearly basis by the German Foreign Ministry and the Bundestag through the Stability Pact for South Eastern Europe and has its offices in Berlin. In 2006 part of its activities were also sponsored by the Austrian Development Agency (ADA).

The origin of CSSP e.V. lies in the implementation of the lessons learned from ten years of work of the International Mediator in Bosnia and Herzegovina (1995 – 2004), Dr. Christian Schwarz-Schilling. As International Mediator he placed a particular emphasis on increasing dialogue. Through review, critique and the evolution of his extensive experience as a mediator, the methodology of Integrative Mediation was developed. It brings together several elements of conflict resolution at the local level in a comprehensive approach. Integrative Mediation is the core of CSSP e.V.

CSSP e.V. seeks to empower local individuals through tailored mediation processes. This includes providing local individuals with professional training in mediation, negotiation and problem solving techniques and skills, as well as offering expertise and assistance in resolving their conflicts. At the same time CSSP e.V. tries to strengthen professional mediation in its target areas to increase capacity and provide credible alternatives to conflict. The CSSP team firmly believes and strives for building peace from the bottom up and strengthening a community's capacity to overcome its internal disagreements and to create a fertile ground for democratic (political, economic, and social) development.

The comprehensive approach to mediation includes various levels of responsibility, multiple actors, and a variety of techniques, drawing on classical mediation and developing holistic and decentralized processes. It combines five different core elements: Mediation, Consultation, Professional Training, Advocacy, and Research & Analysis. The elements are combined in various forms and situations to develop a holistic and individual process.

CSSP e.V. assists local actors to develop initiatives and to implement confidence-building measures which apply to their specific needs and circumstances. Overall Integrative Mediation endeavours to bring the general and hierarchical process of conflict resolution down to the local level by focusing on joint meetings, dialogue, confidence-building and experience sharing.

CSSP e.V. does not seek to replace or remove ownership of the peace process. Instead, Integrative Mediation complements the work of those already in the field. The main aim is to leave decisions and solutions in the hands of local actors.

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## Background: Rahovec / Orahovac

CSSP initiated an Integrative Mediation process with the municipality of Rahovec / Orahovac, Kosovo, in 2005 which focuses on improving relations within municipal governance. Integrative Mediation, a methodology developed by CSSP, brings together several elements of conflict resolution at the local level in a comprehensive approach, seeking to empower local individuals through tailored mediation processes. These mediation processes include a combination of joint meetings in the municipality and professional trainings which take key leaders outside the municipality for skills building in problem-solving techniques. CSSP conducts the trainings in cooperation with its partner organisation Coaching Spirale.

With key leaders from the municipality of Rahovec / Orahovac, CSSP has conducted three levels of training, each one building on improving the acquired skills and working with the municipality's key issues of concern. The professional trainings focus on problem-solving methods and strategic choices; conflict and negotiation diagnostic; basic elements of communication; identification of positions, interests, and options; and understanding of assumptions and perceptions. The Level 3 training places a particular emphasis on leadership skills and intra-community dialogue.

The issues that have been addressed within the Integrative Mediation process with the municipality of Rahovec / Orahovac range from administrative issues to project implementation and building trust between the communities. This has included working on identifying translation services for the municipality, addressing the fencing of the Serb Orthodox cemetery, the functioning of the Communities and Mediation Committees, and hiring procedures for municipal employment. During the professional trainings key leaders have been familiarised with communication and problem-solving skills, as well as gender awareness.

It is estimated that Rahovec / Orahovac has 65,000 inhabitants of which 1,500 are Kosovo Serbs and about 800 RAE, the rest are Kosovo Albanians. Kosovo Serbs live mainly in two enclaves in the municipality. The efforts to reintegrate Kosovo Serbs have suffered a setback in the late summer 2006 when 17 Kosovo Serbs resigned from their municipal functions. Despite this setback Rahovec / Orahovac has a great potential for progress as there is goodwill from all sides to work on the issues together.

### Structure: Level 3

The Level 3 Professional Training builds on a range of conflict resolution skills acquired in previous trainings and focuses specifically on trust, leadership, and interethnic dialogue. Throughout the training series participants applied the learned communication skills and negotiation techniques. The theoretical knowledge was transferred not only through lectures, but applied directly to role plays, exercises, and example cases from the municipality and the participants themselves. In mixed working groups the participants have worked on issues that they have identified as important to Rahovec / Orahovac as a group and developed options to work on the issues together with all communities.

A total of 30 key leaders from Rahovec / Orahovac participated in the Level 3 training. They included the Deputy Municipal President and Additional Deputy Municipal President, the CEO, and several members of the municipal Board of Directors. In addition there were members of the local administration, police and civil society.

Unfortunately, there are only few women represented in the municipal leadership of Rahovec / Orahovac. This makes their inclusion in the trainings a particular challenge. For each training CSSP undertook an extensive search for unrecognized or potential women leaders to be included in the trainings and function as multipliers. 5 women attended during this training. The number at the workshop has fluctuated depending on local circumstances and availability of the individual women

representatives. Although the number of women in the training may appear as low, the impact their presence has on the training and implementation of topics is not to be underestimated. Irrespective of the number of women participants, the topic of gender and the empowerment of women in leadership positions within the municipality have been recurring topics and are reflected in the outcomes of the trainings. Discussing gender topics is welcomed by all communities and greatly enriched by the presence of the women leaders of the municipality.

The ethnic balance was also somewhat unequal. There were 22 participants of Albanian origin and 8 of Serbian origin. Following the resignation of 17 Serbian representatives from municipal positions in September 2006, it has been difficult to ensure the equal representation of Serbian leadership. Moreover, the ratio between the communities does not allow for equal representation. This applies similarly to other minorities living in the municipality, specifically the Roma community. While a KPS officer of Roma origin attended the previous trainings, he was not available for family reasons to attend this training. In the official structures of the municipality no other Roma representatives were available for participation. Nevertheless, the numbers were reflective of the municipal realities as represented in the official structures.

All participants were invited to the training in view of their functions and contributions to Rahovec / Orahovac and their interest in working on improving interethnic dialogue between the

communities. Almost all participants took part in the previous training levels 1 and 2. A few participants were added either upon request from the municipal leadership or in order to increase the ethnic balance. Each of the participants functions as multiplier for the acquired knowledge and skills.

During all plenary sessions simultaneous translation was provided in English, Albanian, and Serbian language. All written materials were available in all three languages. In all working groups the three languages were offered for consecutive translation, although participants often agreed to work in 2 languages for efficiency purposes. In the municipality of Rahovec / Orahovac a specific feature in the use of language can be identified, since a local dialect called *Rahoveci* exists, which combines both the Serbian and Albanian language.

The workshop focused on leadership and trust building and followed a similar structure to the levels 1 and 2 trainings. The training series are made up of a variety of teaching elements, including short lectures, role plays, case studies, plenary discussions, smaller working groups, and individual exercises. Specifically for this workshop the training team designed trust-building exercises, a relationship map exercise and mediation exercises.

The main aim is to provide participants with the opportunity to test and apply their skills and develop their own solutions for local cases using a

problem-solving approach. Interaction and exchange is encouraged between participants and trainers and in particular between the participants themselves. Level 3 focused on reinforcing the concepts already acquired in previous levels and to develop them further.

The training team combines different approaches to negotiation, mediation, and communication skills and is made up of two lead trainers: Dr. Juan Diaz (CSSP) and Ms. Alexandra Schwarz-Schilling (Coaching Spirale). They were supported by assistant trainer Ms. Eva Maria Malisius (CSSP) and Ms. Brigitta von Messling (CSSP) as coordinator. Further support in facilitating working groups was provided by Ms. Shukrije Gashi (Partners Kosova) and Mr. Florent Hajrizi both from (Partners Kosova), a mediation organisation from Kosovo and local partner organisation for some of CSSP's activities in the region. The partnership with Partners Kosova is one of CSSP's efforts to strengthen local organisations promoting mediation in the region.

While the training schedule remained flexible throughout the course of the training to accommodate the participants' needs and their speed of moving forward with new concepts. The daily schedules were similar in set up, leaving theoretical and plenary work to the morning sessions and practical application in working groups to the afternoon. In addition there was time for reflection, exchange of ideas and for smaller debates among the leaders.

## List of Participants

No.	Name	Function/Position	Ethnicity
1.	Mr. Abdullah Kryeziu	Director of Agriculture	A
2.	Mr. Ali Hoxha	Director of Cadastre and Geology	A
3.	Mr. Bedredin Shehu	Director of Inspection	A
4.	Mr. Beqir Haxhijaha	Municipal Return Officer (MRO)	A
5.	Mr. Dejan Baljosevic	Local Head of CCK Office	S
6.	Mr. Fadil Dellova	School Director "Bajram Curri"	A
7.	Mr. Fadil Sokoli	General Administration	A
8.	Mr. Fehmi Cena	Director of Health	A
9.	Ms. Fiknete Iska	Public Lawyer	A
10.	Ms. Habibe Haximustafa	Municipal Gender Officer	A
11.	Mr. Haxhi Hoxha	Handikos (Handicap NGO)	A
12.	Mr. Ibrahim Hoti	Communities Committee Member	A
13.	Mr. Ibrahim Kryeziu	CEO	A
14.	Mr. Ismet Berisha	Mediation Committee Member	A
15.	Mr. Ljubisa Djuricic	Additional Deputy President	S
16.	Mr. Marjan Šarić	Director, Municipal Communities Office	S
17.	Mr. Nahit Elshani	Deputy Municipal President	A
18.	Ms. Nazife Hondozi	Medication Committee Member	A
19.	Mr. Nesim Mullabaazi	Kosovo Police Service (KPS)	A
20.	Mr. Qamil Cena	Director of Economic Development	A
21.	Mr. Sadri Kastrati	Director of Finance	A
22.	Mr. Shani Sylka	Imam, Communities Committee Member	A
23.	Mr. Slaviša Kolašinac	Municipal Return Officer (MRO)	S
24.	Ms. Tatjana Kolašinac	Coordinator of Regional Return Office	S
25.	Mr. Xhemajl Durguti	Director KRS	A
26.	Mr. Zoran V. Grkovic	President of Communities Committee	S
27.	Mr. Ibrahim Bytyci	Deputy President of Communities C.	A
28.	Mr. Jovan Bojic	Deputy Director Mun. Communities Office	S
29.	Mr. Ymret Reshiti	Legal Adviser to CEO	A
30.	Ms. Smiljana Sutakovic	Member of IDP Association	S

## **Aims: Leadership and Intra-community Relations**

Evolving out of the Integrative Mediation process in Rahovec / Orahovac, the aims for the Level 3 training were identified as improving leadership skills and working on intra-community relations. Both topics relate to the underlying aim of trust.

Following the described aims, most of the training sessions focused on trust and trust-building. In previous training and interactions with the training team, the participants themselves had identified the need for and interest in improving skills in this topic area. In Rahovec / Orahovac the key leaders often struggle with trust within their own community, which adds to the difficult efforts to build trust with the other communities.

Among the Albanian community, differences between the party leadership of the majority party have burdened relations and decision-making. While political debate and differences are part of democratic processes, they find their limits when the daily functioning of a municipal administration are hindered due to a divided leadership. The training encouraged leaders to see beyond their differences, to address them and to work with them. Conflicts within political party leadership should not have a negative impact on working on municipal issues.

Among the Serbian community the division is of a different nature. Since in the summer of 2006, 17 Serbian members of the municipal administration resigned from their positions, the Serbian leadership has not recovered and remains weakened and divided. Not all of the vacant positions have been filled, which has left a power vacuum

and an overall low Serbian representation in Rahovec / Orahovac. Those who have remained in their positions and those who have filled vacant positions have worked hard on representing Serbian interests. However, they are only slowly finding a way to work together on a joint leadership. This applies both to the Serbian leadership itself and to improving working relationships with the Albanian majority.

Between the two main communities in Rahovec / Orahovac trust remains difficult and is burdened by many (mis)perceptions on both sides. A symbolic example for the relations are the remaining open positions vacated by the resignation of 17 Serbian representatives. While the Serbian community perceives the open positions as a proof that the Albanian community does not take the incorporation of Serbian representation and their concerns seriously; the Albanian community does not trust that newly hired Serb representatives would attend work on a regular basis and fulfil the duties of their jobs. This example is symptomatic of the relations between the communities.

Despite external perceptions about internal divisions, all participants confirm to each other that dialogue between all communities in Rahovec / Orahovac is improving. This in a way is positive because it is allowing them to continue dialoguing despite their differences. The aim of the Integrative Mediation is to improve cooperation within municipal structures and this seems to be developing.



## Main Topics and Outcomes: Working Group Results

Following a plenary discussion, the participants themselves identified a list of topics they perceived as most important to be addressed by the key leaders from Rahovec / Orahovac. They consequently prioritised them and identified three topics for the working groups: Economic Development; Trust and Transparency; and Integration.

The participants were free to choose on which topic they would like to work. Each of the working groups was facilitated by two members of the training team. The working groups further refined the topics, discussing definitions of terminology and developing the issues and options throughout several training sessions. Each group presented the results of their work at the end of the training to the plenary. The following is a brief summarising description of the working group results, followed by the presentation of the worksheets completed within each of the working groups.

First, a group largely made up of members of the Board of Directors, took on the topic of “economic development”. With only one Serbian participant in a mainly Albanian group, economic development for the whole municipality was discussed from different angles and approaches. Together the group identified the problem of economic development as “how to develop some options for the development of the municipality of Rahovec / Orahovac”.

Within this problem, the working group identified several issues of importance, mainly related to the drafting and implementation of a joint economic

development plan and several initiatives related to improving economic development. Discussing various options within each topic, the participants agreed on priorities in economic development.

The priorities are as follows: developing an economic development plan involving internal and external municipal experts; supporting the agricultural sector by providing subsidies for agricultural products; creating a favourable business climate by designing and preparing an industrial zone; attracting investment through offering locations / land as compensation for investment; upgrading the local infrastructure through implementing a co-funding scheme between the municipality and communities; and drafting and implementing a mid-term development plan to support and sustain economic development in Rahovec / Orahovac.

The real problem with economic development only came out towards the end of the training. It is common that people avoid the real problems and remain at the superficial level until the last minute. The main problem with economic development has more to do with past failed attempts than with future development. Half of the group would like an external review of the past and have transparent procedures for the future. The other half would like to have more political involvement and an internal review of the past. It was agreed that some form of review has to take place and that the Board of Directors would agree on a mixed committee of experts (internal and

external) to review the past and set procedures for the future.

Second, a working group focused on “trust and transparency”. This group was of mixed background, mixed in municipal functions, gender, and ethnic origin. The working group approached the topic by discussing “how to promote trust and transparency within the local government on one side and between the local institutions and the communities on the other side”.

In their deliberations throughout the training sessions, the working group discussed several issues under the problem statement. Their issues consisted of internal communication; external communication; circulation of information; use of languages; respect for rule of law; and the identification of budgetary needs to ensure trust and transparency. The group developed several options for each of the issues. Each of the issues and options addressed the municipality as a whole, not distinguishing between the different communities. This shows that the topic is perceived as a vital interest of all citizens.

Ensuring trust and transparency is of relevance to all key leaders of the municipality, within their own communities and for the municipality as a whole. The improvement of trust and transparency in Rahovec / Orahovac will further improve interethnic and intra-ethnic dialogue and contribute to the overall development of the municipality.

Third, the working group focusing on the topic on “integration” started by defining the term and what it entails for the purpose of the task at hand. Made up of a variety of members of the municipal

leadership from both the Albanian and Serbian community, it included a balance of women and men. The group focused on the problem of “how to actively engage all communities and gender into local municipal structures and encourage their equal participation”. Within this topic and problem statement, the group identified three main issues for which to develop options. For each of the issues one member of the working group took over the responsibility to explore and implement the issues upon return to the municipality. The issues related to integration are: ensuring multi-ethnic attendance in the local elementary school; increasing the number of Serbian police officers in the local KPS; and increasing the representation of women and RAE in municipal leadership positions. For each of the issues the members of the working group developed several options. These options were developed in relation to each other, i.e. each issue involves several steps identified through the options to be implemented and explored. The group discussed each option at length and each time agreed that the option would contribute to integration in Rahovec / Orahovac. Though most of the integration topics were related to ethnic or community relations, in agreement the working group exemplified that all communities can and have to work together on ensuring integration of all communities in the municipality. Rather than developing big projects requiring large amounts of funds, the working group focused on small and concrete steps to improve the existing situation through transparency and trust-building initiatives.



Taken together, the results of the working group display a situation in Rahovec / Orahovac where the members of the different communities are aware of many of the disagreements they have between and amongst each other. At the same time goodwill exists to work together and to further improve

relations between the communities in Rahovec / Orahovac.

The following pages display the results of the working groups in the work sheets as they have been completed by the participants through the different sessions and presented to the plenary at the end of the training.



## **Working Group on Economic Development**

Problem Statement: How to develop some options for the development of the municipality of Rahovec/Orahovac

<b>ISSUE</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>1. The Plan</b>	BoD/Finance-PFC-Municipal Assembly	Advertise Tender	<b>Internal and external municipal experts</b>	To work without a plan pending approval of the plan
<b>2. Support to agriculture</b>	<b>Subsidize agricultural products</b>	Fiscal and customs policies	Favourable credits	Protection of seasonal local products
<b>3. Creation of a favourable business climate</b>	Creation of a business incubator	<b>Designing and preparation of an industrial zone</b>	Tax incentives for women-run businesses	Registration of new business entities in municipality
<b>4. Attract investment</b>	Preparation of a development plan	<b>Offer location as compensation</b>	Incentives in municipal fees	Revise/simplify administrative procedures
<b>5. Upgrade infrastructure</b>	Provision of electricity, sewage, water, etc.	<b>Co-funding scheme involving municipality and community</b>	Donations & government	
<b>6. Type of plan</b>	Municipal Development	Short-term development	<b>Mid-term development</b>	Long-term development

## **Working Group on Trust and Transparency**

Problem Statement: How to promote trust and transparency within the local government on one side and between the local institutions and the community on the other side.

<b>ISSUE</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>1. Internal Communication</b>	Hold effective meetings	Have Consultancy	Providing Proof	Regular reporting
<b>2. External communication</b>	Delegate a spokesperson	Hold public meetings	Write minutes in all relevant languages	
<b>3. Information</b>	Have all information in written form	Information must be precise and clear	Publish all information and create a website and a bulletin	Organize press conferences
<b>4. Language</b>	Technical opportunities for language use	Employ more translators	Organize language courses	Create a local Serbian newspaper
<b>5. Rule of Law</b>	Equality in front of the law	Appeal to the Supreme Court	Inform the media & the NGOs	Anti-corruption Law
<b>6. Budget</b>	Donations	Budget transparency and control of budget expenses	Publish budget expenses	Engagement in fulfilling the budget income

## **Working Group on Integration**

Problem Statement: How to actively engage all communities and gender into local municipal structures and encourage their equal participation.

<b>ISSUE</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>1. Ensuring multi-ethnic attendance to local elementary school (Responsible person: Fadil Dellova)</b>	School directors (Serb & Albanian) share an office	Teachers of both schools share a teachers' lounge	Organize parents so that they walk their kids to school from the enclaves and pick them up again in the afternoon	Increased police presence when kids walk to and from school
<b>2. More Serb police officers in the KPS (Responsible person: Ljubisa Djuricic)</b>	Prepare applicants for the Entrance Exam	More transparency: publish the results of the entrance exam	Have official vacancy announcements published so that Serb candidates can apply	
<b>3. More women and RAE in municipal leadership positions (Responsible person: Ibrahim Kryeziu)</b>	Party leaders should nominate women as a minimum of 30% of their candidates	Services for the elderly should be organized so women can work	Child care services have to be organized so women can go to work	In certain positions, give preference to RAE applicants



## Conclusions and Next Steps

Over the course of numerous interventions since 2005 in the municipality of Rahovec / Orahovac through information visits, joint meetings with conclusions, and three levels of professional training, the Integrative Mediation process with this municipality has progressed. In the municipality improvements on many issues have been identified, in particular on issues related to interethnic dialogue and relations between the communities. Both credit and recognition for a general improvement and increasingly positive atmosphere in Rahovec / Orahovac belongs to its key leaders.

Resulting from several interactions, including the trainings, between CSSP and the local key leaders a solid relationship based on trust has been built up. This level of trust encompasses all communities of Rahovec / Orahovac equally, which in turn enables CSSP to bring together the communities. Not all problems in the municipality have been solved and some issues even have remained outstanding since the first intervention with the municipality. Nevertheless, CSSP has observed and has been told by municipal leaders that the willingness to engage in dialogue has increased, that conflicts are often addressed through a problem-solving approach, and that deliberations within the municipal institutions are based on interests and the joint development of options. Overall the climate in Rahovec / Orahovac continues to improve and build on the goodwill of the citizens and leaders.

Recognising the important progress made in the municipality, CSSP plans on closing the initial phase of its Integrative Mediation process with Rahovec / Orahovac at the end of 2007 through a joint meeting. This joint meeting will review all topics addressed throughout the joint process and bring them to a close or develop an implementation strategy for their resolution. In consequence, CSSP will retract itself from Rahovec / Orahovac and only return if invited by the municipal leaders for ad-hoc or individual interventions. Upon a decision regarding the Kosovo status, CSSP intends to revisit the municipality to assess the state of affairs.

The Level 3 training ended with participants writing down their personal commitments resulting from the training. It has been agreed to distribute the commitments among the participants, hence confirming the responsibilities that the individual key leaders have taken on in order to address specific issues in Rahovec / Orahovac.



## Participant's Commitments

English	Albanian	Serbian
1. I, <b>Juan Diaz</b> , will visit Rahovec / Orahovac in 2 – 3 months.	Unë Juan Diaz do të vizitoj Rahovecin pas dy apo tre muajve	Ja Juan Diaz ću za dva ili tri meseci posetiti Orahovac
2. I, <b>Fadil Dellova</b> , will engage for the integration of the pupils from the Serbian community in the joint school buildings.	Unë Fadil Dellova do të angazhohem në integrimin e nxënësve të komunitetit Sërb në objekte të përbashkëta shkollore.	Ja Fadil Dellova ću se angazhovati za integraciju učenika Srpske zajednice u zajedničke škole
3. I, <b>Beqir Haxhijaha</b> , will help Fadil to realize the mentioned issue.	Unë Beqir Haxhijaha do t'i ndihmoj Fadilit për realizimin e çështjes së përmendur.	Ja Beqir Haxhijaha ću pomoći Fadilju za sprovođenje gore pomenutog pitanja.
4. I, <b>Nesim Mullaabazi</b> , will help the applicants of the Serbian community who want to join the KPS.	Nesim Mullaabazi do te ndihmoj aplikuesit të komunitetit Serb që dëshirojnë t'i bashkangjiten SHPK-së	Nesim Mullabazi ću pomoći kandidatima iz Srpske zajednice koji se žele pridružiti KPS-u
5. I, <b>Nahit Elshani</b> , will engage in influencing the Board of Directors so that when they start working on the working plan they should get based on the Municipal Development Agenda	Unë Nahit Elshani do të angazhohem që të ndikoj te B.D. që me rastin e hartimit të planeve të punës ta kenë për bazë Agjendën zhvillimore Komunale.	Ja Nahit Elshani ću pokušati da utičem na B.D. da za osnov pripreme radnog plana uzmu opštinski plan razvoja
6. I, <b>Ibrahim Hoti</b> , through the Assembly will support the municipal structures for all the positive issues.	Unë Ibrahim Hoti përmes Kuvendit do të mbështes strukturat komunale për të gjitha çështjet pozitive.	Ja Ibrahim Hoti ću na Skupštini podržati opštinske strukture u svim pozitivnim pitanjima.
7. I, <b>Ismet Berisha</b> , commit that in the future I will engage in separating the sources for the students, we will increase the number of female students and students from the minorities.	Ismet Berisha zotohem se në të ardhmen do të angazhohem që në ndarje të resurseve për studentë të rrisim numrin e studentëve të gjinisë femërore dhe të komuniteteve pakicë	Ismet Berisha se zalažem da ću se u budućnosti angazhovati da putem podele resursa za studente povećam broj ženskih učenika i učenika iz manjinskih zajednica

English	Albanian	Serbian
8. I, <b>Ymret Reshiti</b> , with the support of the CEO, will engage in enhancing the trust and transparency in the executive structures.	Ymret Reshiti – me përkrahjen e kryeshefit do të angazhohem në rritjen e besimit dhe transparencës në sferën e Ekzekutivit.	Ymret Reshiti – ću se uz podršku Šefa izvršnog veća angažovati za povećanje poverenja i transparentnosti u Izvršnoj vlasti
9. I, <b>Xhemajl Durguti</b> , will help the team in a constructive way prepare for a municipal economic development plan and I will influence the Board of Directors to approve it	Unë Xhemajl Durguti, do t'i ndihmoj ekipit në mënyrë konstruktive për formimin e një plani zhvillimor ekonomik komunal dhe do të ndikojë në bordin e drejtorëve për aprovimin e tij.	Ja Xhemajl Durguti ću podržati ekipu na konstruktivan način u pripremanju plana za ekonomski razvoj opštine i ujedno ću uticati na bord direktora za usvajanje istog.
10. I, <b>Ljubiša Duričić</b> , promise that in the coming period I will give my effort in solving the problem of the lack of number of Serbs in the KPS	Unë Ljubiša Duričić e jap fjalën që në periudhën e ardhshme do të jap kontributin tim në zgjidhjen e problemit të numrit të pamjaftueshëm të Sërbëve në SHPK..	Ja Ljubiša Duričić, obećavam da ću u narednom periodu dati svoj doprinos u rešavanju problema nedovoljnog broja Srba u KPS-u.
11. I, <b>Habibe Haxhimustafa</b> , will request from the Board of Directors and from the CEO to increase the number of female workers especially in the decision taking.	Unë Habibe Haxhimustafa do të kerkoj nga Bordi i drejtorëve gjegjësisht nga Kryeshefi ekzekutiv që ta ngrisim numrin e femrave të punësuar respektivisht në vendim marrje	Ja Habiba Haxhimustafa ću od Borda direktora odnosno Šefa izvršnog veća zahtevati da se poveća zapošljavanje žena odnosno u donošenju odluka.
12. <b>Marjan Sarić</b> – I will try to engage an independent commission in the evaluation of the 2004-06 plan and also try to involve relevant experts in the preparation of the plan for 2008-2010	Marjan Sarić, do të përiqem ta angazhoj komisionin e pavarur për vlerësimin e planit të 2004 06 njëjtë do të bëj edhe rreth angazhimit të ekspertëve relevant për krijimin e planit 2008 2010.	Marjan Sarić – pokušaću da angažujem nezavisnu komisiju oko procene plana 2004-06 i isto uradim oko angažovanja relevantnih stručnjaka za izradu plana 2008- 2010
13. I, <b>Shani Sylka</b> , will engage for a stronger cooperation between local level and religious communities.	Unë Shani Sylka do të angazhohem për një bashkëpunim edhe më të ngushtë në drejtimin pushteti lokal dhe bashkësitë fetare	Ja Shani Sylka ću se angažovati za još bolju saradnju lokalne vlasti i verskih zajednica
14. I, <b>Qamil Cena</b> , will request from the B.D. to prepare the municipal development plan.	Unë Qamil Cena do të kërkoj nga B.D. të përpilohet plani zhvillimor komunal	Ja Qamil Cena ću od B.D. zahtevati pripremanje plana za razvoj opštine.
15. I, <b>Sadri Kastrati</b> , will support in a professional way the making of the municipal development plan.	Unë Sadri Kastrati do ta përkrah hartimin e planit zhvillimor komunal në mënyrë profesionale.	Ja Sadri Kastrati ću na profesionalan nacin podržati pripremanje plana za razvoj opštine

English	Albanian	Serbian
16. I, <b>Ibrahim Bytyqi</b> , will engage in finishing my duties within my professional capabilities and in cooperation with all the others	Unë Ibrahim Bytyqi do të angazhohem në kryerjen e detyrave brenda mundësive të mia profesionale dhe në bashkëpunim me të gjithë.	Ja Ibrahim Bytyqi ću se angažovati za obavljanje svojih dužnosti, u skladu sa svojim profesionalnim sposobnostima i u saradnji sa svima.
17. I, <b>Dejan Baljošević</b> , promise that I will apply all gained experience in my future work, and that I will actively participate in the resolution of all problems mentioned in this seminar.	Unë Dejan Baljošević premtoj se do t'i bart në punën time të ardhshme të gjitha përvojat që i kam fituar në këtë seminar dhe aktivisht do të marr pjesë në zgjidhjen e problemeve që janë përmendur këtu në këtë seminar.	Ja Dejan Baljošević obećavam da ću sva iskustva stećena na ovom seminaru primeniti u svom budućem radu i aktivno ucestvovati u rešavanju svih problema istaknutih na ovom seminaru
18. I, <b>Smiljana Šutaković</b> , promise to support the realization of all options, of course, as much as I can	Unë Smiljana Šutaković premtoj se do të mbështes realizimin e të gjitha opsioneve në bazë të mundësive të mia.	Ja Smiljana Šutaković obećavam da ću podržati realizaciju svih donetih opcija onoliko koliko je to u mojoj mogućnosti.
19. I, <b>Tatjana Kolašinac</b> , promise to use the experience gained in my future work. However, I would propose to engage key officials from Ministries, which I think will enable better cooperation between the central and local level.	Unë Tatjana Kolašinac premtoj se eksperiencën e fituar në këtë punëtori do ta aplikoj në punë mirëpo unë propozoj që në këto seminare të ftohen edhe njerëzit kyc të ministrive në mënyrë që bashkëpunimi i nivelit lokal dhe qendror të jetë më efikas.	Ja Tatjana Kolašinac obećavam da ću iskustva stećena u ovoj radionici primeniti u daljem radu, ali predlažem da u ovim seminarima treba uključiti ključne ljude iz ministarstava, kako bi saradnja centralnog i lokalnog nivoa bila efikasnija.