

**MUNICIPALITY
OF SUHAREKA**

EDUCATION DEVELOPMENT PLAN 2019-2023



**EDUCATION DEVELOPMENT PLAN OF
THE MUNICIPALITY OF SUHAREKA
2019 - 2023**

Municipality of Suhareka

Education Development Plan of the Municipality of Suhareka 2019 – 2023

This plan has been adopted by the Municipal Assembly of Suhareka in the meeting held on 29.03.2019

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Suhareka

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Ne baze te nenit 12, paragrafi 2, shkronja (c), të Ligjit Nr-03/L-040, për Vetëqeverisjen Lokale, publikuar në “Gazetën zyrtare të Republikës së Kosovës, Nr-28/2008”, e në mbështetje të neneve 15, lidhur me nenin 29, pika 2 te Statutit te Komunës se Suharekës, 01-Nr-8336, i datës 04.11.2008 Kuvendi i Komunës në Suharekë në mbledhjen e mbajtur me datën, 29.03.2019, miratoj këtë:

V E N D I M

Neni 1

Me këtë vendim miratohet Plani zhvillimor i Arsimit për Komunën e Suharekës, për periudhën 2019-2023.

Neni 2

Pjesë përbërëse e këtij vendimi është Plani zhvillimor i Arsimit për Komunën e Suharekës për periudhën 2019-2023.

Neni 3

Për zbatimin e këtij vendimi do të kujdeset Kryetari i Komunës njëherit Drejtoria e Arsimit në Komunën e Suharekës

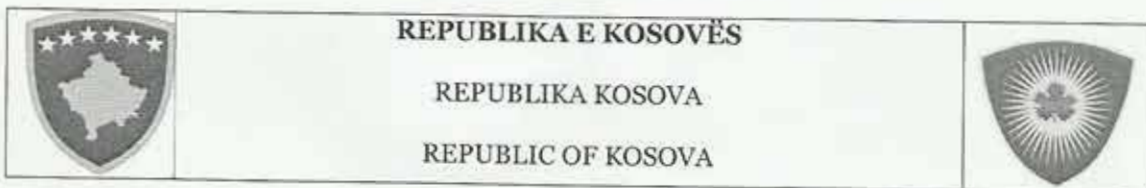
Neni 4

Pas miratimit nga ana e Kuvendit të Komunës në Suharekë, ky vendim hyn në fuqi 15, ditë pas dërgimit në autoritetin mbikëqyrës, në kuptim të nenit 81, të Ligjit mbi vetëqeverisjen lokale, Nr-03/L-040, “Gazeta zyrtare e Republikës së Kosovës, Nr-28/2008”, nenit 8, të Rregullores, Nr-01/2016, për shqyrtimin administrativ te akteve të Komunave dhe pas shpalljes publike në tabelën e shpalljeve ose web-faqen e Komunës.

KUVENDI I KOMUNËS NË SUHAREKË

01-Nr-016-21657
Me datë 29.03.2019





DREJTORIA E ARSIMIT

05nr. 325

Datë: 01.04.2019.

S u h a r e k ë

Duke vlerësuar punën dhe angazhimin në hartimin e Planit zhvillimor të arsimit të komunës së Suharekës, Kryetari i Komunës z. Bali Muharremaj, dëshiron të falenderoj:

- Rrjetin e Kosovës për Arsim dhe Punësim- KEEN,
- Kontribuesit për hartimin e Planit zhvillimor të arsimit të komunës së Suharekës, z. Jusuf Thaçi, Alisa Hasani dhe Bari Zenelaj.
- Drejtoria Komunale e Arsimit me mbështetjen që do t'u ofroj kryetari i komunës z. Bali Muharremaj, do të bëj përpjekje maksimale në realizimin e të gjitha objektivave të parapara në këtë Plan zhvillimor të arsimit në nivel komunal.
- Meqenëse në hartimin e këtij Plani zhvillimor të arsimit kanë kontribuar: Drejtorët e shkollave, mësime dhënë, nxënëse, anëtar të KDSH-së, ku janë përfaqësuar edhe prindërit, zyrtar të DKA-së, mendojmë se objektivat e përcaktuara janë të drejta dhe adekuate (Të bazuara edhe në Planet zhvillimore të shkollave), të cilat do të ndikojnë në avancimin e arsimit në nivel komunal.
- Edhe një herë Kryetari i Komunës i falenderon të gjithë akterët që kanë marrë pjesë në hartimin e këtij Plani zhvillimor të arsimit dhe mbesim të përkushtuar që të gjejmë të gjitha burimet financiare për realizimin e objektivave të parapara në këtë Plan zhvillimor.

Kryetari i Komunës
Bali Muharremaj



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List of Abbreviations

BKK	Kosovo Consolidated Budget
MED	Municipal Education Directorate
CWSN	Children with Special Needs
VET	Vocational Education and Training
PI	Pre-school Institution
KPI	Kosovo Pedagogical Institute
QC	Quality Coordinator
SSC	School Steering Committee
KEC	Kosovo Education Center
KEEN	Kosovo Education and Employment Network
KCF	Kosovo Curriculum Framework
LLL	Life Long Learning
MEST	Ministry of Education, Science and Technology
N/A	Non Applicable
SO	Strategic Objective
KESP	Kosovo Education Strategic Plan
EDP	Education Development Plan
SDP	School Development Plan
PDC	Professional Development Centre
LPSS	Lower Primary and Secondary School
USS	Upper Secondary School
EMIS	Education Information Management System
SWOT	Strengths, Weaknesses, Opportunities and Threats
ICT	Information and Communication Technology
TPD	Teacher Professional Development
SB TPD	School Based Teacher Professional Development

1. Introduction

Suhareka lies on the northeastern part of Prizren, namely in Dukagjini Plan³. It is a very important center because of its location on the road connecting Prishtina, Prizren, Ferizaj and Rahovec¹. According to the Kosovo Census in 2011, the Municipality of Suhareka has 59,722 inhabitants².

The administration of the Municipality of Suhareka, in addition to the position of the Mayor and deputy Mayor, currently consists of 10 municipal directorates: Directorate of Administration, Directorate of Education, Directorate of Agriculture, Directorate of Finance, Directorate of Inspection, Directorate of Cadastre, Directorate of Culture, Directorate of Health and Social Welfare, Directorate of Public Services, Environment and Emergency and Directorate of Urbanism³.

As in any other municipality in Kosovo, in the Municipality of Suhareka education and the Municipal Education Directorate (MED) are considered among the most important areas and directorates of the municipality, given its competency and responsibility for the education and training of over 12 thousand children and students as well as for the management of over 30 educational and training institutions, around 1 thousand employees and with an annual budget of over 7 million euros.

Therefore, considering education as one of the most important areas of this municipality and to support the Municipal Education Directorate (MED), the Municipality of Suhareka and the Project "Kosovo Education and Employment Network - KEEN" agreed to draft "Education Development Plan of the Municipality of Suhareka 2019-2023". For the implementation of this development plan, the Municipality of Suhareka and the KEEN Project have signed a Memorandum of Cooperation through which the parties have agreed on the duties and responsibilities of both parties during the process of drafting this education development plan for the Municipality of Suhareka.

¹ The official webpage of the Municipality of Suhareka: <https://kk.rks-gov.net/suhareke/qyteti/historiku>.

² Kosovo Agency of Statistics – Kosovo Census 2011 (<http://ask.rks-gov.net>).

³ The official webpage of the Municipality of Suhareka: <https://kk.rks-gov.net/suhareke>.

2. Methodology

The drafting of the "Education Development Plan of the Municipality of Suhareka 2019-2023" has been a very long and inclusive process. The plan was mainly drafted in line with the suggestions, requests and contribution of various representatives from the Municipality of Suhareka, appointed by the municipality as: MED leaders and officials, directors and teachers of Vocation Education and Training (VET) Institutions, representatives of students as well as representatives of other stakeholders involved in education in the Municipality of Suhareka.

Within the commitments it has undertaken, the KEEN Project organized all the necessary workshops and engaged two consultants to provide support and expertise throughout the process of drafting the "Education Development Plan of the Municipality of Suhareka 2019-2023", who processed and finalized the suggestions, requests and contribution of the representatives of the Municipality of Suhareka and finalized this plan.

The process of drafting the "Education Development Plan of the Municipality of Suhareka 2019-2023" until its adoption by the Municipal Assembly of Suhareka has gone through several phases, through which various activities were carried out. These phases are briefly described below:

Phase 1: Preparation

During this phase, representatives of the KEEN Project have established contacts with the Municipality of Suhareka and have signed a Memorandum of Cooperation with the Mayor; Municipality of Suhareka has assigned persons who will comprise the Working Group for drafting the plan; The KEEN project has identified and engaged consultants that would facilitate the process and draft the plan; coordination meetings between the members of the Working Group and the consultants were held in order to plan the dates for conducting workshops, etc.

Phase 2: Determining fields and situation analysis

On 28 June 2018, the first one-day workshop was held, facilitated by the consultants engaged by the KEEN Project and participated by the members of the Working Group appointed by the Municipality of Suhareka. In this workshop the participants were informed in detail about the drafting process of this plan and defined the areas to be included within this education development plan. In addition, during this workshop, a situation analysis has been undertaken on the areas that are set to be included in this plan. SWOT analysis has been used for the situation analysis, through which the successes, weaknesses, opportunities and threats for each of the areas covered by this plan are identified. Also during this phase official statistics and data provided by the officials of the MED of the Municipality of Suhareka for all the areas included in this plan were collected.

Phase 3: Defining mission, vision, objectives and activities

For planning purposes, on 16 and 17 July 2018, a two-day workshop was held in Suhareks, facilitated by the consultants and participated by members of the Working Group. During this workshop, the vision and mission of this plan have been defined and for each area included in this plan the main challenges have been identified, the strategic objectives and expected outcomes have been set, and the activities planned to be undertaken have been defined and described. In addition, during this workshop

indicators for each objective have been set as well as the assumptions and risks affecting the implementation of this plan have been identified and described.

Phase 4: Budgeting and implementation plan

For the needs of budget planning and the implementation plan of this education development plan, dated 15 November 2018, a one-day workshop in Suhareka was held. In this workshop, facilitated by the consultants and participated by the members of the Working Group, the budget for all measures and activities foreseen for a five year period is defined, divided into categories depending on the source of funding. There was also detailed the implementation plan of the education development plan for the five-year period, defining the institutions responsible for their implementation.

Phase 5: Drafting the Education Development Plan

Based on the documents drafted during the process, at the end the final version of the Education Development Plan of the Municipality of Suhareka 2019-2023 was drafted.

3. Situation Analysis

The Working Group for drafting the "Education Development Plan of the Municipality of Suhareka 2019-2023", after their discussions, decided to include in this education development plan the following five important areas:

1. Institutional management and quality assurance
2. Professional development of teachers
3. Equipment and school infrastructure
4. School environment
5. Pre-school education

The SWOT analysis was used for the analysis of the situation in these five areas in order to identify the successes, weaknesses, opportunities and threats for each of these areas included in this education development plan

In addition to data derived from the SWOT analysis, municipal and central level data and statistics were provided for the situation analysis. Some general data on education in the Municipality of Suhareka⁴ are presented below, followed by a description of the situation for each of the five areas included in this education development plan.

Based on the budget of the Municipality of Suhareka for 2018, the annual budget for education is €7,250,140, divided by categories presented in the following table:

Source	Salaries and allowances	Goods and services	Municipal expenditures	Subsidies and transfers	Capital expenditures	Total
Government grants	6,049,734	449,522	72,000	-	179,218	6,750,474
Self-fund	28,770	238,830	41,000	80,000	111,066	499,666
Total	6,078,504	688,352	113,000	80,000	290,284	7,250,140

The Municipality of Suhareka has a total of 33 vocational education and training institutions (VETs) of all levels of public pre-university education, attended by 12,217 children and students. According to the official statement of MED, all students of Suhareka municipality who complete lower secondary education enroll in upper secondary school. As for upper secondary schools, the Municipality of Suhareka has one gymnasium and two vocational schools, where about 43% of students attend the gymnasium, while about 57% attend vocational schools. More detailed information on VET and the number of students in Suhareka municipality are presented in the following table:

⁴ All the data and statistics included in this plan are based on the official data and statistics of MED of the Municipality of Suhareka for the school year 2017-2018, provided by MED in July 2018.

Education and Training Institutions of Pre-University Education Level in the Municipality of Suhareka

Institutions by levels	Number of institutions	Number of children/students		
		M	F	T
Preschool Institutions	1	25	36	61
Lower Primary and Secondary School (with pre-school)	29	4726	4343	9069
Upper Secondary School – Gymnasium	1	497	823	1320
Upper Secondary School – Vocational school	2	1127	640	1767
Total	33	6375	5842	12217

It is worth highlighting that within the LPSSs of the Municipality of Suhareka, there are also 11 parallel classes, which operate within main schools however in different locations, therefore the number of physical LPSS objects is higher than 29, or precisely 40. Within LPSSs in rural areas of the Municipality of Suhareka (Dolloc, Dragaqina, Vershec and Stravoqina), there are several parallel classes in which combined lessons are conducted for students of different grades/levels.

Within the two vocational high schools of the Municipality of Suhareka, different profiles and fields are offered for students, such as: law, agriculture, economy, technology, food technology, tourism, electrical engineering, machinery, civil engineering, traffic and tailoring/textile.

In addition to the aforementioned public VETs, in the municipality of Suhareka there are two private kindergartens, for which MED does not possess data, given that private kindergartens are under the MEST responsibility.

It is important to highlight that the majority of VETs in the Municipality of Suhareka operate only in one shift. Specifically, the kindergarten, 22 mother LPSSs, 7 parallel classes and one vocational USS operate in one shift, while only 7 mother LPSSs, 4 parallel classes, USS gymnasium and one vocational USS operate in two shifts. Despite this fact, in addition to the kindergarten that provides daily care/service, none of the schools operating with one shift offer full-day lessons.

Within MED of the Municipality of Suhareka, there are 10 employees, including the position of the director of the MED. While, within the public VETs of all levels of pre-university education in the Municipality of Suhareka, MED has employed 990 persons, including teachers, administrative staff and support staff. According to the official statement of MED, all the teaching staff employed in VET in the Municipality of Suhareka is qualified in accordance with the applicable legislation in Kosovo. As far as non-teaching professional staff is concerned, in the Municipality of Suhareka there is only one pedagogue employed in vocational high school, while all other schools lack school pedagogues and psychologists. The data of employees by type, level and gender are presented in the following table:

Number of staff in Pre-University Education Institutions in the Municipality of Suhareka					
Level of institution	Gender	Type of staff			Total staff
		Teachers	Administrative staff	Support staff	
Pre-school Institution	M	0	-	1	1
	F	3	1	4	8
	T	3	1	5	9
Lower primary and secondary school	M	285	35	94	414
	F	335	9	1	345
	T	620	44	95	759
Upper secondary school	M	121	7	13	141
	F	74	3	4	81
	T	195	10	17	222
Total staff	M	380	42	108	530
	F	438	13	9	460
	T	818	55	117	990

The following subchapter provides a detailed description of the situation for each of the five areas included in this education development plan.

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INSTITUTIONAL MANAGEMENT



3.1. Institutional Management and Quality Assurance

Institutional management and quality assurance are among the most important components that guarantee good VET management and quality education and training for children and students. Municipality of Suhareka has taken important steps in professional development of school directors and improving cooperation between MED and schools, to improve institutional management and quality assurance in education in this municipality.

Out of the total of 33 VETs in the Municipality of Suhareka, 28 of them have School Development Plans (SDP) in place, although their implementation remains a challenge for VETs. This is also hampered by the fact that in the Municipality of Suhareka school-level finances is not decentralized, however managed by MED.

All schools in the Municipality of Suhareka have one quality coordinator, i.e. a total of 32 schools. However, although all schools have one quality coordinator assigned, only 5 of these coordinators have completed the training on the duties and responsibilities of this position. There are also remarks that the selection of quality coordinators was not appropriate and in line with the professional criteria, since the best and most competent persons had not been selected as quality coordinators, and there are cases that they were assigned only to fulfill norms or not to have redundancies.

Also, all schools of this municipality have at least formally established their school bodies, such as: School Steering Committee, Parents Council, Students Council, Professional actives, etc. Although formally established, there are remarks that in some schools some of the bodies are not fully functional. It has been especially noted that parents should be more active with their participation, either in SSC or in Parents Council, in order to give their contribution to school quality improvement.

Also, in some schools, there is no presence of professional actives and there is a perception that school staff is reluctant to assume more responsibilities and there is a lack of motivation and dedication for more quality work. In order to address these challenges and to make school bodies functional, municipal and school capacities for planning and monitoring are required.

As mentioned above, full-day learning programme is not implemented in any of the schools. Moreover, four schools conduct combined classes. Except the lack of organizing full-day learning, although 30 schools (23 mother and 7 parallel classes) operate in one building, there is still no catch-up classes for different categories of students, such as those with difficulties and poor performance at school and those with talents who need extra work. Only five schools have started applying catch-up classes, however not sufficiently, because in these schools, catch-up classes are organized only for the subject of Albanian language and mathematics. A reason for non-implementation of extra classes and catch-up classes it is assessed to be lack of teachers' willingness to work after regular teaching hours, and in certain cases also the interest of some teachers to offer private classes.

It must be noted that in the Municipality of Suhareka two teachers from each of the 17 schools (seven schools included in the Kosovo Pedagogical Institute and 10 schools financed by the municipality) have been trained on evaluating the performance of the schools. However, MED has not yet evaluated the performance of schools which would

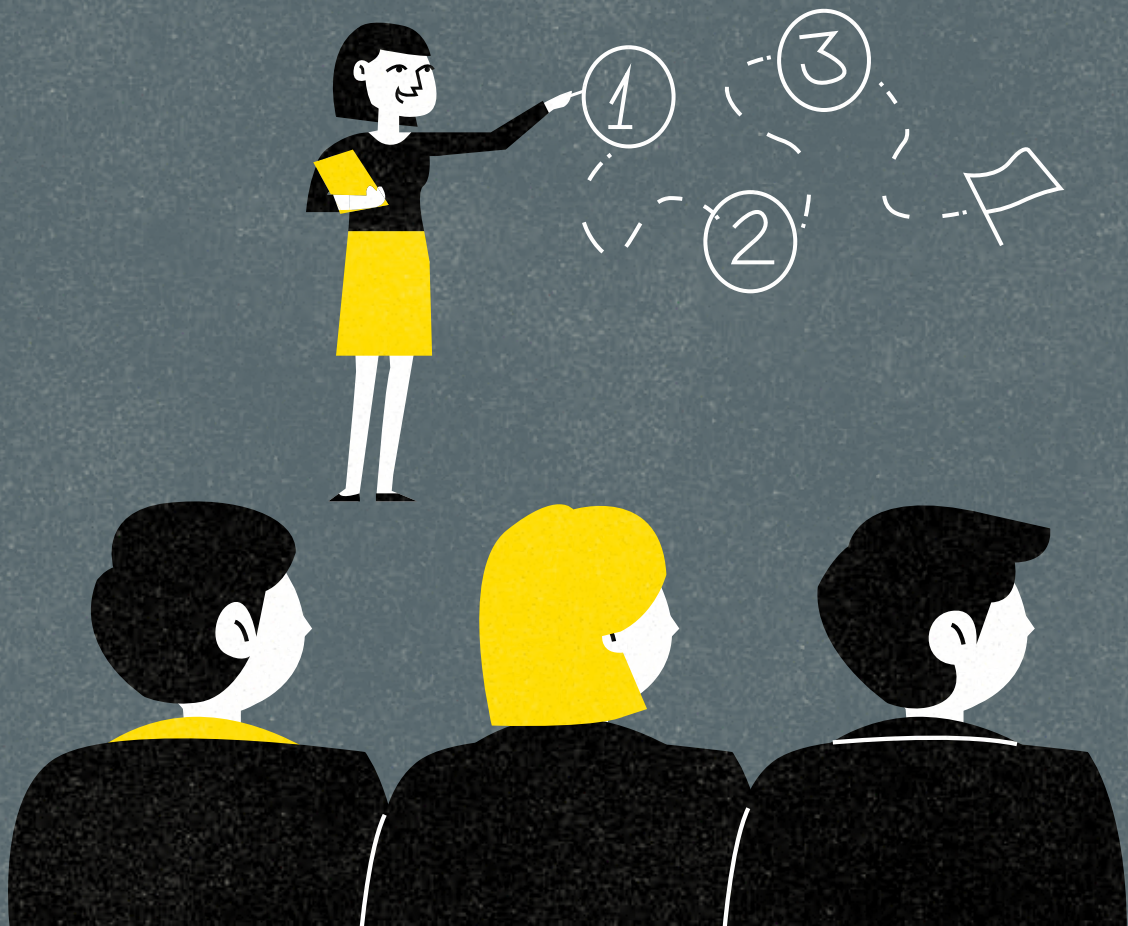
serve to improved institutional management and quality assurance in education. The only performance evaluations of teachers are those conducted during the process of their licensing, a process that is managed by MEST.

In addition to these challenges, participants in the planning workshop highlighted that the tendency for politicization of education by selecting directors and teachers on political and party bases, and the lack of proper director-teacher and school-MED cooperation, non-realization of curricula, lack of teachers preparation for the classes they teach and lack of a systematic assessment of students, lack of a municipal regulation that regulates VETs work, lack of sufficient coordination between local businesses and vocational schools, lack of stimulus for students and staff etc., are among the aspects that negatively impact institutional management and quality assurance in schools. External factors, such as centralized decision-making followed by frequent legislative changes and the change of curriculum by MEST have their impact too.

In order to improve the overall situation in terms of institutional management and quality assurance in the education of the Municipality of Suhareka, the latter should also use other opportunities beyond the local level, such as: the willingness of various donors to support education, central institutions, namely MEST, in different forms on the activities related to the fulfillment of KESP 2017-2021, readiness of businesses to cooperate and support vocational education etc.

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TEACHER PROFESSIONAL DEVELOPMENT



3.2. Teacher Professional Development

Well-trained and qualitative teachers are among the key pillars of the education system and among the most important components that can provide quality teaching and as a result quality in education and successful students. Within the scope of ESP 2017-2021, to increase capacities at the local level, which further serve to its strategic objectives for increasing school autonomy, advancing learning and improving teacher quality through teach professional development (TPD), a series of trainings were conducted by MEST in cooperation with the MED of the Municipality of Suhareka.

Although most of the teachers in the Municipality of Suhareka attended various trainings, it is assessed that teachers still need trainings in several areas and aspects, such as: trainings on teaching and evaluation methodologies, trainings on the implementation of new curriculum, training on Critical Thinking while Reading and Writing, trainings on access of students with special needs, etc. It is also assessed that there is a lack of applicability of the knowledge and competences of teachers gained from the trainings held. This also serves to the insufficient cooperation of teachers with each other, in order to exchange of knowledge and experiences and different teaching materials they prepare.

Same as in other municipalities of Kosovo, in Suhareka municipality all teachers have been trained on the implementation of new curriculum. It is noticed that the implementation of the practices promoted by the new curriculum is not satisfactory. The reason for this is the lack of adequate and quality trainers who train teachers on the new curriculum as well as the lack of textbooks and learning materials that are in line with the new curriculum, and the lack of teaching tools and ICT equipment in schools, which would facilitate the implementation of the new curriculum, namely the application of the knowledge and competences gained from the trainings related to the implementation of the new curriculum.

As in most municipalities in Kosovo, the Municipality of Suhareka does not yet implement school-based teachers' professional development (SB TPD), although this would more directly address teachers' training needs and would have a lower financial cost. Therefore, based on these, MED of Suhareka municipality plans to start implementing school-based teachers' professional development in the future.

However, sufficient and qualitative trainings on professional development of teachers require a proper budget, and therefore this is a challenge for the MED of the Municipality of Suhareka. As far as budget is concerned, MED of Suhareka for 2018 allocated only € 10,000 for teacher professional development, which is considered insufficient to meet the requirements and needs for professional development of teachers. However, in addition to the MED funds, it is estimated that there are a number of potential external factors that could facilitate the professional development of teachers. Among these factors are donations in the form of trainings conducted by accredited and licensed organizations in this field. Also, KESP 2017-2021 is another opportunity to help MED of Suhareka, because TPD is one of the plan's strategic objectives.

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SCHOOL EQUIPMENT AND INFRASTRUCTURE



3.3. School Equipment and Infrastructure

School infrastructure and appropriate school equipment are a prerequisite for providing quality education. As for the school spaces, the Municipality of Suhareka is in a very good state, because, as mentioned earlier, many of the municipality schools work in only one shift (this is surely not applicable to pre-school education, given that there is only one public kindergarten). However, the school space is not sufficient for quality education. If it is not in good condition means it is not supplied with the necessary tools and not properly maintained. Therefore, in this regard, it emerges that MED of Suhareka municipality has major challenges ahead, which should be addressed in the following years.

The data shows that currently there are five school facilities that require infrastructure intervention, namely renovation, because they are not in a good condition. In addition, many schools in Suhareka face with some basic problems, such as lack of drinking water, lack of emergency stairs and infrastructure maintenance. It is also estimated that lack of proper hygiene is a widespread phenomenon in most of the schools of this municipality due to the negligence of technical workers. Another issue highlighted is the damage to school inventory by students which need to be replaced most often.

The situation in the schools of this municipality is not satisfactory as far as the cabinets/rooms and labs of different fields and subjects are concerned. It is estimated that only two schools have well-equipped science laboratories, while other schools lack laboratory rooms or have them not equipped. While, as for ICT rooms, it is estimated that most schools (28 schools) of this municipality have ICT rooms, although some of them lack sufficient and qualitative equipment, do not have access to the Internet, or lack continuous maintenance of ICT equipment. Regarding schools' access to internet, all the schools in the Municipality of Suhareka have access to the Internet (while parallel classes do not have access to the Internet). Nevertheless, access to the Internet is only in the school staff's offices and not in all school areas, including classrooms, except at the school "7 Marsi", in the ten classrooms of which there is internet access.

As for other school conditions, only 8 schools have closed sport halls, while others have only outdoor sports halls, which makes it difficult to carry out sport and recreational activities for students during the winter period. Another concern remains the lack of libraries and reading rooms in schools. Only about 10 schools have libraries and they are partially supplied. In addition, schools do not have facilities equipped and dedicated to various social, cultural, and recreational activities of students.

Also, it is estimated that MED of Suhareka municipality should invest more in equipping schools with different teaching materials, concrete materials, sports requisites, etc., which facilitate and improve the teaching and learning process.

To address all of the above-mentioned challenges, improve school infrastructure and equip schools with the necessary things, MED of the Municipality of Suhareka, in addition to the municipal budget, should also look for donations from central institutions and different international donors.

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SCHOOL ENVIROMENT



3.4. School Environment

Creating a friendly and safe environment for students in schools is very important, so that the school is an attractive and desirable environment for students. Regarding the friendly environment in schools, including physical environments and the relationship between management, teachers and students, the Municipality of Suhareka has made significant progress, since many schools have attractive and friendly internal and external environments for students, and in general teachers' approach to students has improved, where the quality of communication and the students' freedom of expression have been improved significantly both during and outside of the learning process.

However, it is estimated that there is still a need for investment and attention to improving physical conditions and advancing communication in order to create a friendlier environment for students in the schools of Suhareka municipality. In particular it remains to be addressed and eradicated the phenomenon of the use of physical abuse of students by teachers, since such cases were reported last year in the Municipality of Suhareka.

As for the security aspect in schools, MED of Suhareka municipality has invested in the installation of security cameras in most of its schools (28 schools), however again safety issues in schools remain to be a concern in this municipality. None of the schools have security guards, while in many schools there is no student uniform, and these two make the identification of students difficult and allow access and entry of non-students (hooligans) to school yards or school facilities.

Lack of buffets or lack of existing cafeteria capacities in schools has created the need for shops and cafes to be opened near schools of the Municipality of Suhareka, which are visited by many students and where the latter are supplied and consume tobacco and alcoholic beverages. In addition, there have been observed cases of drug abuse. These phenomena are more present in upper secondary schools, but unfortunately present even in lower secondary schools. To address this problem, the municipal assembly of Suhareka has recently made a decision to change the destination of the shops near the schools; however such a decision has not yet been implemented in practice. Also, to fight these negative phenomena there is a need for awareness campaigns for students about the negative effects of abusing with tobacco, alcohol and drugs.

In order to improve school safety, it is estimated that investments should be made in placing road signs and speed bumps in the vicinity of schools, especially close to urban schools, so that students can be safer in traffic.

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PRE-SCHOOL EDUCATION



3.5. Pre-school education

Pre-school education is of crucial importance to children and their development in subsequent education. Nevertheless, as all over Kosovo, in the Municipality of Suhareka the situation is also very bad in terms of the inclusion of children aged 0-5 years in pre-school education, i.e. in public kindergartens and nurseries.

The Municipality of Suhareka has only one public kindergarten, the pre-school education of which is attended by only 61 children aged 0-5 years and this implies that the vast majority of children of this age group are not included in pre-school education (during 2018 parallel classes for preschool have been opened in two schools: in Mushtisht for 40 children and in Duhel for 20 children).

In addition to the age group of 0-5 years, in Suhareka municipality a considerable number of children aged 5-6 years remain excluded from pre-primary class. Children of this age group are not included in pre-primary education in 2 mother primary schools (LPSS "Ismet Jashari" in Javor and LPSS "Rilindja" in Neperbisht need a pre-primary class) and in 11 parallel classes. This is a big problem because not all first grade students in this municipality have an equal level of education and knowledge when they start the first grade. This also constitutes a direct discrimination against those children who do not have the opportunity to attend the pre-primary class (although this is also a legal requirement).

Also, it is estimated that in some schools the pre-primary classes are overloaded with the number of children and thus need to create new parallel classes with pre-primary classes.

In addition to identifying the lack of inclusion of children in pre-school and pre-primary education, the working group has also identified infrastructure aspects that are an issue for pre-school and pre-primary education. Lack of facilities inside and outside, insufficient space in existing facilities, and lack of physical separation of pre-primary classes in primary school facilities are few aspects that require improvement.

4. Vision and Mission

The vision, mission and strategic objectives of this education development plan of the Municipality of Suhareka are defined based on the analysis of the situation in the field of education in this municipality as well as on the basis of the targets of the Municipality of Suhareka for the development of education in five upcoming years.

Based on these, the Municipality of Suhareka defined the vision of this education development plan, which is intended to be achieved over the next five year period.

Vision: Contemporary quality education that provides opportunities for maximum development of the potential of each student, in order to improve human resources and develop society.

In order to fulfill the defined vision, the Municipality of Suhareka has also defined its mission, through which expresses its willingness to undertake the fulfillment of its obligations as a municipality.

Mission: The Municipality of Suhareka undertakes to improve the quality of education in its municipality by providing sufficient, adequate and well-equipped school facilities and contributing to the well-preparedness and motivation of the teachers. Also, the Municipality of Suhareka will be committed to achieve inclusion for pre-primary children and increase the inclusion of children in preschool education.

5. Strategic Objectives

Based on the analysis of the situation presented at the beginning of this plan and the areas included in this analysis, the Education Development Plan of the Municipality of Suhareka 2019-2023 has defined five strategic objectives, one objective for each of the areas included in the analysis of the situation, which are then broken down into expected outcomes, while the latter have been broken down into specific activities, which are described in detail. All of these are described below.

5.1. Institutional Management and Quality Assurance

Creating mechanisms for institutional management and quality assurance is closely related to the strategic objectives set out in the Kosovo Education Strategic Plan 2017-2021. The area of institutional management and quality assurance includes better coordination between educational institutions, functionalization of school bodies, and the organization of various activities in schools, which improve institutional management and improve the quality in education.

Main challenges

The area of institutional management and quality assurance in education in the Municipality of Suhareka faces with many challenges and problems, but impossibility to address all these challenges and problems within a five year period, covered by this action plan, below are presented briefly only few of them, the most important ones, which are intended to be addressed with this education development plan:

- Insufficient coordination and cooperation between schools and MED.
- Not well functionalized school bodies.
- Non-operational quality assurance mechanisms.
- Lack of activities to improved quality of education.

Strategic objective

In order to address the challenges and resolve or reduce the above-described issues in the area of institutional management and quality assurance in the Municipality of Suhareka, the following strategic objective, which is to be met during the next five years, has been defined:

Objective 1: Development of human and institutional capacities to ensure efficient management and quality of education in the Municipality of Suhareka.

Expected outcomes

To fulfill the strategic objective defined in this development plan for the area of institutional management and quality assurance, the achievement of the following expected results is foreseen:

- Outcome 1.1: Improved VET functioning and increased cooperation between MED and VET.
- Outcome 1.2: All school level bodies functionalized and monitored.
- Outcome 1.3: Quality assurance mechanisms are in place and implemented.
- Outcome 1.4: Extra classes, catch-up classes and full-time learning programmes in schools implemented.

- Outcome 1.5: Mechanisms for rewarding and motivating students and school staff established.

Activities

In order to fulfill the strategic objective and achieve the expected outcomes in the area of institutional management and quality assurance, the realization of some activities (grouped according to the expected outcomes) has been foreseen, which will be presented below, together with a brief description of each activity.

Outcomes 1.1: Improved VET functioning and increased cooperation between MED and VET.

Activity	Activity Description
Activity 1.1.1: Implementation of inclusive municipal regulation on well-functioning of VETs	Activity Description 1.1.1: MED of the Municipality of Suhareka has drafted a regulation, which was approved by the Municipal Assembly of Suhareka Municipality and which regulates the functioning of VETs. This municipal regulation specifies everything in relation to the organization and functioning of VETs, including the rights, duties and responsibilities of all parties within VET, such as: School Steering Committee, Director, other management and administrative staff, teachers, professional actives, parents, students, etc. Through MED this regulation will be forwarded for implementation to all VETs in the Municipality of Suhareka.
Activity 1.1.2: Implementation of procedures for professional and objective selection of VETs staff	Activity Description 1.1.2: The municipal regulation approved by the Municipal Assembly of Suhareka also foresees the procedure and instruments through which will be ensured that the selection of VET staff (management, teachers, non-teaching professional staff, etc.) will be done professionally, objectively and without interferences from outside (such as politics, political parties, stakeholders, etc.). These procedures, mechanisms and instruments will be implemented during the recruitment of VET staff and will ensure full transparency and objective evaluation of candidates during the recruitment process.
Activity 1.1.3: Cooperation between MED and vocational schools with local businesses	Activity Description 1.1.3: MED in cooperation with vocational secondary schools of the Municipality of Suhareka will organize a meeting with the local businesses of this municipality annually, with which they will cooperate in two directions: 1. MED and vocational schools will consider the requirements and needs of local businesses when planning the profiles of vocational schools and when planning the number of students to be enrolled in those profiles, so that to meet the requirements and needs of businesses for professional actives as much as it is possible and at the same time to ensure greater employment of students after graduation in vocational schools. 2. MED and vocational schools will sign Memoranda of Understanding and Cooperation with local businesses that are

	able and willing to provide opportunities for professional practice for vocational school students, so that students can be better prepared for the labour market while studying, thus becoming aware of the challenges and demands and competencies of their profession.
Activity 1.1.4: Organize regular monthly meetings between MED and schools	Activity Description 1.1.4: MED of the Municipality of Suhareka will start organizing regular monthly meetings with school directors, by setting a date/day at the beginning of each month, including the place and time of the meeting. This regular monthly meeting will serve to increase coordination and cooperation between MED and schools, and also between schools. These meetings will present and discuss the common challenges and problems faced by schools, the success of schools, the exchange of relevant information and experiences, the MED plans and policies will be submitted to school directors, school needs and requirements will be presented by school directors, and so on.
Activity 1.1.5: Official electronic communication between schools and MED	Activity Description 1.1.5: MED of the Municipality of Suhareka, in cooperation with its respective IT department, and with the support of the respective ministry, will open and functionalize official e-mail addresses (in rks-gov.net domain) for each school, by name of the school (for example, LPSS.Hasan.Prishtina@rks-gov.net). Afterwards, all official communications (papers, information, complaints, requests, etc.) will be forwarded to MED by schools via official emails. Likewise, MED will also forward all official communications to schools via these official e-mails (either by writing to the schools individually or in groups, by making a list of official e-mails of all schools). This will facilitate the communication and will save the time of school directors and MED director and officials, so that there is no need to arrange meetings for everything or print and submit letters. If necessary, MED will take its municipal IT officers to instruct and train directors or other administrative staff of schools on the use of these official e-mails.

Outcome 1.2: All school level bodies functionalized and monitored.

Activity	Activity Description
Activity 1.2.1: Functionalization of School Steering Committees (SSC)	Activity Description 1.2.1: MED of the Municipality of Suhareka, in cooperation with the school directors, will identify all the schools that do not have full and functional SSCs. School directors, in cooperation with MED, will complete SSCs with members, according to the criteria set out in the effective legal provisions. Moreover, in order to strengthen and functionalize them, as appropriate,

	MED will provide assistance in drafting the work plans of School Steering Committees.
Activity 1.2.2: Strengthening professional staff	Activity Description 1.2.2: In order to ensure quality assurance and functionalization of school bodies, school directors, in cooperation with teachers, establish professional committees that are missing in schools. All professional committees, whether the existing or newly-established ones, will hold regular meetings and contribute to the planning of the learning process and the professional development of teachers. School directors will create the necessary conditions and support professional committees to strengthen their role in the school and to improve the quality of education.
Activity 1.2.3: Functionalization and strengthening of Parents Councils and Student Councils	Activity Description 1.2.3: School directors, supported by all parties within the school and by MED, will functionalize the Parents Councils and Students Councils in all schools. Regular meetings of these councils will be held in schools and a greater and more active role and involvement of parents and students will be required to address and resolve the challenges and problems faced by schools and students, and on which parents and students can make a positive contribution.
Activity 1.2.4: Establishing and functionalizing Teams for Prevention of School Dropout	Activity Description 1.2.4: MED, in cooperation with the schools, will establish and functionalize the Teams for Prevention of School Dropout in all the schools of the Municipality of Suhareka. These teams will be active in preventing abandonment of schooling and in making efforts to return those students, who for various reasons have dropped out of school, back to regular education process.
Activity 1.2.5: Reporting of VETs and monitoring of the work by MED	Activity Description 1.2.5: After the establishment and functionalization of all bodies at the school level (SSC, Professional Committees, Parents Councils, Students Councils, etc.), all these bodies will report to MED on their work and activities on a monthly, semiannual and annual bases (depending on the nature of the work of the body). Also, based on these reports and through visits to VETs, MED will continuously monitor the work of these bodies and will, if necessary, require from them to improve their work, but will also provide the necessary support whenever required by schools.

Outcome 1.3: Quality assurance mechanisms are in place and implemented.

Activity	Activity Description
Activity 1.3.1: Preparation of Quality Coordinators at	Activity Description 1.3.1: MED appoints a person from the current MED staff as Quality Coordinator at the municipal level, and also appoints School Level Quality Coordinators for all the schools of the Municipality

<p>the municipal and school levels</p>	<p>of Suhareka (as necessary, MED reappoints other coordinators in schools where current coordinators have not shown good results). The Quality Coordinator at the municipal level coordinates the work and provides continuous support to Quality Coordinators at the school level.</p> <p>With the support from MEST and other donors, MED organizes trainings for all Quality Coordinators so that they can better fulfill their mission and function in improving quality in education.</p>
<p>Activity 1.3.2: Establishing and preparing school teams for performance assessment of schools</p>	<p>Activity Description 1.3.2:</p> <p>MED, in cooperation with schools, will establish school teams to assess the performance of the school, which will be comprised of teachers and other school staff. MED, through QC and with the support of MEST and Kosovo Pedagogical Institute will train, educate and equip these school teams with the necessary tools so that they can carry out the internal performance assessment of the schools.</p> <p>School teams will assess the performance of schools annually and will also produce assessment reports that will be submitted to MED.</p>
<p>Activity 1.3.3: Conducting school performance assessment and taking measures</p>	<p>Activity Description 1.3.3:</p> <p>The respective school teams, with the support and under the supervision of the respective municipal team established by MED, will assess the performance of schools on annual basis. School performance assessment reports compiled by school teams, in addition to presenting the situation, will also include recommendations for improving school performance in the areas needed. These reports are submitted to MED, namely to the municipal team established by MED.</p> <p>Based on the reports and recommendations of the school teams, the municipal team of MED will draft a comprehensive report for all schools of the municipality, where among others the necessary measures to improve the performance of the schools will be included. Based on this, with the request and support of MED, all schools will implement the necessary measures to improve their performance.</p>
<p>Activity 1.3.4: Performance evaluation based on state exam results</p>	<p>Activity Description 1.3.4:</p> <p>MED in cooperation with schools each year will analyze the results of the students of the Municipality of Suhareka in three exams: the Fifth Grade Exam, the Ninth Grade Achievement Exam and the State Matura Exam.</p> <p>Through this analysis, in which levels, subjects and schools are the results of the students best/worst will be determined. Based on this, MED will request from the schools with poorer results to improve their performance at the levels or subjects where they have been poor, through a greater commitment of teachers and students and through additional and extra activities.</p>

Outcome 1.4: Extra learning, catch-up classes and full day learning programmes in schools implemented.

Activity	Activity Description
Activity 1.4.1: Organizing catch-up classes in schools	<p>Activity Description 1.4.1: With the request of MED, all the schools of the Municipality of Suhareka will provide catch-up classes in all areas/subjects that students have poor results, learning difficulties or unsatisfactory success during schooling, so that these students can improve their learning and success at school.</p> <p>To conduct catch-up classes, all schools will prepare weekly plans for catch-up classes and each teacher will be engaged from 1-2 hours weekly to teach in catch-up classes for the abovementioned students identified by the school.</p>
Activity 1.4.2: Organizing extra teaching classes in schools	<p>Activity Description 1.4.2: With the request of MED, all the schools of the Municipality of Suhareka will provide extra classes in all fields/subjects needed to advance gifted or talented students or students with extraordinary success during schooling, so that these students can be challenged and advanced in their areas of interest in accordance with their intellectual capacities, or with their gifts and talents.</p> <p>To conduct the extra classes, all schools will prepare weekly extra classes plans and each teacher will be engaged from 1-2 hours weekly to teach extra classes to the abovementioned students identified by the school.</p>
Activity 1.4.3: Preparations to start full day learning in schools	<p>Activity Description 1.4.3: MED will establish a special temporary team comprised of school directors, teachers and professional actives to analyze the situation of schools and to draft an annual plan on the manner and modalities of organizing full day learning in schools working with only one shift.</p> <p>The team will plan the activities that will be carried out within the full day learning, the way they are organized, the resources required to enable this, and will also select the first 5 schools that best meet the conditions to be piloted for the full-time learning program.</p>
Activity 1.4.4: Piloting full day learning in several schools	<p>Activity Description 1.4.4: MED will select 5 schools that work with one shift and have the most appropriate conditions, where full-day learning will be applied during a school year.</p> <p>Full-day learning in these schools will be implemented in accordance with the plan and program drafted by MED team, which can be modified and updated by the schools themselves, depending on the challenges that may arise during the practical implementation of the full day learning program.</p>

All staff of these schools will be engaged in carrying out the full day learning, depending on the tasks and obligations determined in the plan and program, while MED will provide a modest meal for all students who attend the full day learning.

**Activity 1.4.5:
Conducting full day learning programme in all Lower primary and Secondary schools (grades 1-9)**

Activity Description 1.4.5:

After piloting the full-day learning program in 5 schools over a year, based on the experience, challenges, problems and suggestions that have raised during the pilot period, MED will modify and update the curriculum for full-day lessons, so that it can best fit all schools. Then, after piloting, full-day learning will start being implemented in all lower primary and secondary schools (grades 1-9).

As necessary, MED will support schools in providing facilities and requisites needed to carry out the activities within the full day learning program.

All staff of these schools will be engaged in conducting full day learning, depending on the tasks and obligations determined in the plan and program, while MED will provide a modest meal for all students who attend the full day learning programme.

Outcome 1.5: Mechanisms to reward and motivate students and school staff established.

Activity	Activity Description
<p>Activity 1.5.1: Organize competitions within school level and reward winner students</p>	<p>Activity Description 1.5.1:</p> <p>Each school year, schools of the Municipality of Suhareka organize individual and group competitions at the school level for the fields and subjects from the exact sciences, social sciences, arts and sports. The competitions are organized at the school level on different days for different subjects/fields, where each student has the opportunity to participate in competitions of his grade level and in any field/subject he or she wishes to participate. After the competitions, three most successful students (the first three places) are awarded, promoted and rewarded by the school, for each field/subject and each level/grade of school, with certificates of gratitude, books, teaching materials, etc. In addition, all these students are then involved in the catch-up classes activities provided by the school.</p> <p>Then, students/teams that take the first place for each field/subject and each level/grade at school are sent to MED to participate in municipal level competitions organized by MED.</p> <p>Also, based on the highest scores achieved during the school-level competition, the school announces the 3 best and most successful students of the school (the top three places at the school level) regardless of the subject and grade. These students</p>

are also awarded, promoted and rewarded from the school with certificates of gratitude, books, teaching materials, etc.

**Activity 1.5.2:
Organize
municipal level
competitions and
reward winner
students**

Activity Description 1.5.2:

Each school year, MED organizes individual and group competitions at the municipal level for different subjects and fields from the exact sciences, social sciences, arts and sports, including all students/teams that have won the first place at the school level (for each field/subject and each level/grade).

MED establishes special commissions at the municipal level, engaging teachers of different schools, for all fields/subjects and levels/grades, which will organize municipal level competitions.

After the competitions, the three most successful students (the first three places) at the municipal level are rewarded for each field/ subject and each level/grade, receiving recognitions, promotions and awards from MED in the form of certificates of gratitude, books, etc. In addition, all these students/teams are then involved in the activities and support programs provided at the municipal level organized by MED, in accordance with the talents, interests, needs and characteristics of these students.

Also, based on the highest achievement during the municipal level competitions, MED also announces the 3 best and most successful students of the municipality (the first three places at the municipal level) regardless of the grade and subject. These students also receive gratitude, promotion and awards from MED by issuance of certificates of gratitude, provision of books, teaching materials, etc.

**Activity 1.5.3:
Rewarding the
most successful
students in state
exams**

Activity Description 1.5.3:

Each year MED identifies the most successful students of Suhareka municipality in the three state exams as in the following:

The five most successful students in the Fifth Grade Exam; the five most successful students in the Ninth Grade Achievement Exam and the five most successful students in the State Matura Exam.

All these students are rewarded with certificates of gratitude, promotion and awards from MED, such as books, teaching tools, etc.

**Activity 1.5.4:
Organize extra
activities for the
best and most
successful
students of the
municipality**

Activity Description 1.5.4:

Each school year, MED selects about 50 best and most successful students of the Municipality of Suhareka, proven in competitions of success in state exams, for which summer programs in the form of camps or summer schools are organized. These programs are prepared, supported and organized by MED in cooperation with schools, teachers and parents.

	The contents of these programs is prepared in accordance with the talents, interests, needs and characteristics of these students and contain various educational, social, sport and recreational activities.
Activity 1.5.5: Select and reward the most successful teachers, directors and schools	<p>Activity Description 1.5.5:</p> <p>Each school year, MED selects the best and most successful teachers, school directors and schools in Suhareka municipality through assessment of school performance, evaluation of students success in municipal competitions and students success in state exams.</p> <p>Based on these, each year MED selects, announces and rewards:</p> <p>The three best teachers of the municipality (by levels), who are awarded with certificates of gratitude and a prize of 350 euros.</p> <p>The most (one) successful school director of the municipality, who is awarded with a certificate of gratitude and a prize of 500 euros.</p> <p>The most (one) successful school of the municipality, which is awarded with a certificate of gratitude and a prize of 1000 euros.</p>

Assumptions and risks

The main assumptions to ensure the achievement of Objective 1 in this plan are:

- Directors, teachers, parents and students of the Municipality of Suhareka are committed to improving the quality of education in this municipality.
- There is sufficient and appropriate school space.
- Increased quality of education is a priority for the Municipality of Suhareka and MED.
- The Municipality of Suhareka and MED are interested and willing to avoid external interferences during the recruitment process of VET staff.
- Local businesses are interested to cooperate with MED and vocational schools of the Municipality of Suhareka.

Whereas, factors that could endanger the achievement of Objective 1 in this plan are:

- The lack of school staff's readiness to implement full-day learning.
- The difficulty to implement full-day learning unless a student meal is provided.
- Insufficient education and clarification of the duties and responsibilities of the Quality Coordinators.
- Lack of sufficient budget for MED of the Municipality of Suhareka to implement the foreseen activities.
- Lack of professional and financial support from MEST and other institutions and organizations to MED and the schools of Suhareka municipality.

5.2. Teacher Professional Development

In the recent implementation of the curricular reform, the continuous support on teacher professional development is essential to ensure quality in education and to support students on learning and mastering their key competencies. Teacher Professional Development (TPD) is related to qualitative learning, which implies that the better the teachers are, the more equipped with new teaching methods and instruments, the more qualitative the learning will be possible. Moreover, TPD is very important for the licensing system of teachers. In this important licensing process, in addition to the trainings approved (accredited) by SCTL-MEST for TPD, provided by different entities (institutions and organizations), the existing regulation foresees that a percentage of TPD can also be met through school-based teachers professional development (SB TPD), which is more easily implemented and has lower costs.

It is very important that all teachers are involved in the TPD, including the SB TPD; however it is also important that this process is carried out in accordance with the needs and requests of the teachers for trainings on the areas and aspects they need most, and not have only a formal process within the licensing process. The more TPD responds to the teachers' real needs and requests, the more the trainings will have a positive impact, because teachers will apply in practice the knowledge and skills gained in the trainings that they have requested.

Main challenges

As in other areas, the Municipality of Suhareka faces with many different challenges and problems in teacher professional development. However, this Action Plan addresses some of the key challenges for education which are targeted for the next 5-year period:

- Lack of teacher involvement in professional development programs.
- Teacher professional development is not in line with the needs and requests of teachers.
- Failure to implement in practice the knowledge and skills acquired by teachers during the training.
- Lack of school-based teachers' professional development.

Strategic objective

In order to address the challenges and resolve or reduce the above-described issues in the area of teacher professional development, the following strategic objective has been defined, which is intended to be fulfilled during the next five year period:

Objective 2: Ensured quality education through well-prepared teachers.

Expected outcomes

To fulfill the strategic objective set out in this local education development plan, the following results are to be achieved:

- Outcome 2.1: TPD includes all the teachers and is planned and implemented in accordance with the teachers' needs and requests.
- Outcome 2.2: There is a school-based teacher professional development system.

Activities

In order to fulfill the strategic objective and achieve the expected outcomes defined for the teacher professional development, some activities are foreseen (grouped by the expected outcomes), which will be presented below along with a short description for each activity.

Outcome 2.1: TPD includes all teachers and is planned and implemented in accordance with the teachers' needs and requests.

Activity	Activity Description
<p>Activity 2.1.1: Assign a coordinator for TPD within MED and coordinators for TPD within school level</p>	<p>Activity Description 2.1.1: MED of the Municipality of Suhareka assigns an existing officer of MED as Municipal Coordinator for TPD who will deal with the planning, organization, monitoring and recording of TPD at the MED level, in cooperation and with the support of Coordinators for TPD at school level.</p> <p>Also, all schools of Suhareka municipality will assign a teacher for each level of education (1 for PS, 1 for LSS, 1 USS) as a School Coordinator for TPD, who in cooperation with the school director and teachers, and with the support of the Municipal Coordinator for TPD, will deal with the planning, organization, monitoring and reporting of TPD at the school level.</p> <p>In order that the same teachers are not always in charge of this additional responsibility, the school coordinators for TPD are assigned by rotation each year.</p>
<p>Activity 2.1.2: Identify teachers needs and draft the annual TPD plan</p>	<p>Activity Description 2.1.2: The municipal coordinator for TPD, in cooperation with the school coordinators for TDP, each school year receives the updated MEST catalogue, with the trainings approved (accredited) by SCLM-MEST. The catalogue is provided to all teachers to be informed on the trainings available.</p> <p>Based on this, all teachers select the trainings they are interested in and which they need most. Teacher preferences are recorded and submitted to MED, Municipal Coordinator for TPD, by school coordinators.</p> <p>The Municipal Coordinator in cooperation with the school coordinators draft an annual plan for TPD that includes all teachers in accordance with their needs already identified, by providing equal opportunities to all teachers attend the required trainings.</p> <p>In this annual plan, the possibilities to fund trainings for teachers from different sources, such as the MED budget, MEST budget, external donors, and organizations approved (accredited) for provision of relevant training, etc., are analyzed and foreseen.</p>

A similar cycle is repeated every school year.

**Activity 2.1.3:
Provide trainings for
teachers in accordance
with the annual plan for
TPD**

Activity Description 2.1.3:

Each year, in accordance with the annual plan for TPD, teachers have the opportunity to attend certain trainings selected by them and the cost of which is covered by different sources of funding, such as the MED budget, MEST budget, external donors, organizations that are approved (accredited) for provision of relevant trainings etc.

If during a school year it is not possible to include all teachers in the trainings, then MED ensures that the following year they include teachers who did not have that opportunity in the previous year.

**Activity 2.1.4:
Monitor the impact of
trainings**

Activity Description 2.1.4:

The Municipal Coordinator for TPD, in cooperation with the School Coordinators for TPD, will develop instruments and practices to monitor the effects of trainings, namely to assess that the knowledge and skills acquired by teachers during the trainings are being implemented in practice by teachers and are effective.

They will do this through questionnaires to be distributed to teachers and students after a period from the time that teachers attended the training.

This monitoring will also include the School-based Teacher Professional Development (SB TPD).

**Activity 2.1.5:
Keep a record of TPD**

Activity Description 2.1.5:

The School Coordinators for TPD will create an electronic database (Excel), which will be used by all schools to record in detail trainings attended by each teacher of the school (name of the training, type of the training, provider, date of the training, duration, funding, date of certification, etc.). This database will also include School-based Teacher Professional Development (SB TPD).

This database after completion will be submitted to MED, namely to the MED Coordinator for TPD, by School Coordinators for TPD at the end of the school year, and the latter will merge the data of all schools for TPD and SB TPD and create a central database at the MED level including the records of all trainings attended by all teachers of the Municipality of Suhareka during the year.

Outcome 2.2: School Based Teacher Professional Development System is in place.

Activity

Activity Description

<p>Activity 2.2.1: Make schools aware of and build capacities for SB TPD</p>	<p>Activity Description 2.2.1: The Municipal Coordinator for TPD, together with the School Coordinators for TPD, with the support of MED, MEST and Kosovo Pedagogical Institute, through trainings or information meetings, will be informed and trained to prepare schools and teachers regarding School-based Teacher Professional Development (SB TPD). Also, few teachers from each school will be trained on the needs of planning and organizing SB TPD</p>
<p>Activity 2.2.2: Identify teachers needs and draft the annual plan for SB TPD</p>	<p>Activity Description 2.2.2: The Municipal Coordinator for TDP, in cooperation with School Coordinators for TDP, each school year will identify the needs of teachers for SB TPD teachers and based on them will draft an annual plan for SB TPD which includes all teachers in accordance with their needs already identified, by giving equal opportunities to all teachers to attend the trainings required. Trainings within SB TPD are estimated to have lower costs and are expected to be covered by MED. A similar cycle is repeated every school year.</p>
<p>Activity 2.2.3: Provide trainings for teachers in accordance with the annual plan for SB TPD</p>	<p>Activity Description 2.2.3: Each year, in accordance with the annual plan for SB TPD, teachers have the opportunity to attend certain trainings selected by the teachers themselves and whose cost is covered by the budget of MED. If during a school year not all teachers are able to attend trainings for SB TPD, MED ensures to include in the following year those who did not have such an opportunity in the previous year.</p>

Assumptions and risks

Main assumptions to ensure the achievement of Objective 2 foreseen in this plan are as follows:

- MED and schools of Suhareka municipality plan the teacher professional development in accordance with their needs and requests.
- Trainings attended by teachers are qualitative and effective.
- Teachers will apply in practice the knowledge and skills gained during the trainings.
- Teachers and schools cooperate in implementing the School Based Teacher Professional Development.
- There are sufficient financial resources for teacher professional development from the municipal budget, MEST, donors and organizations providing trainings.

While, factors that can jeopardize the achievement of Objective 2 foreseen in this plan are as follows:

- Providing teacher professional development without taking into account the teachers' needs and requests.
- Teachers obliged to pay themselves for their participation in trainings.
- Schools and teachers do not pay much attention and are not trained on providing School-based Teacher Professional Development.
- Failure of MED of the Municipality of Suhareka to allocate a special budget for TPD and SB TPD.
- Lack of other funding sources for TPD (from MEST, donors and organizations providing trainings).

5.3. School Equipment and Infrastructure

School infrastructure and the proper school space play an essential role in the quality of education provided in schools and can even be considered a prerequisite for a quality education. In this regard, the Municipality of Suhareka is in a relatively good condition in terms of physical infrastructure, i.e. school facility, although there is a need for the construction of new school buildings, renovation of some existing facilities and expansion of spaces in some schools. As for the space and equipment for laboratories and cabinets, libraries and reading rooms, gyms and sport spaces, this municipality needs to invest a lot so that the situation improves in this aspect.

However, this area is costly and requires big and continuous investments, so that school infrastructure and equipment are constantly sufficient, well-equipped and qualitative in order to create the preconditions for quality education. Therefore, Suhareka municipality, besides planning of municipal budget investments in this area, should also look at the possibilities of getting investments from central institutions, namely MEST and the Government of Kosovo as well as from international donors.

Main challenges

As far as school equipment and infrastructure, the Municipality of Suhareka faces with many different challenges and problems, some of which are planned to be addressed and resolved within this five year period covered by this development plan. The key challenges are briefly presented below:

- Lack of appropriate school facilities in some locations.
- Poor and obsolete infrastructure in some schools.
- Lack of space necessary for cabinets, laboratories, libraries, gyms, etc.
- Cabinets, laboratories, libraries, gyms, etc. not supplied with the appropriate equipment.

Strategic objective

In order to address the challenges and resolve or reduce the above-mentioned issues, the following strategic objective is defined, which is intended to be fulfilled during the next five year period:

Objective 3: Quality infrastructure with sufficient and well equipped facilities.

Expected outcomes

To fulfill the strategic objective defined in this development plan regarding school equipment and infrastructure, the achievement of the following expected outcomes is foreseen:

- Outcome 3.1: There are school facilities with modern and appropriate infrastructure.
- Outcome 3.2: Schools are equipped with labs/cabinets, books, sport requisites and concretization tools.

Activities

In order to fulfill the strategic objective and achieve the expected outcomes defined in the area of school equipment and infrastructure, some activities are foreseen (grouped by expected outcomes), which will be presented below along with a short description for each activity.

Outcome 3.1: School facilities with modern and appropriate infrastructure in place.	
Activity	Activity Description
Activity 3.1.1: Build new school facilities	Activity Description 3.1.1: In order to provide sufficient school facilities in locations where the existing facilities are either insufficient or obsolete, MED of the Municipality of Suhareka in cooperation with MEST will build 3 new school facilities in the following 3 locations: - LPSS "Deshmoret e Kombit" in Vraniq. - LPSS "Besim Ndreca" in Maqiteva. - LPSS "V.P Shkodrani" in Leshan.
Activity 3.1.2: Renovate existing school facilities	Activity Description 3.1.2: MED of the Municipality of Suhareka will invest in the renovation of some of the existing school facilities, which need a bigger intervention than the usual annual maintenance. Schools that will be renovated during this period are: - LPSS "17 shkurti" in Shiroka, - roof renovation. - HTS "Skender Luarasi" in Suhareka, - roof renovation. - Gymnasium "Jeta e re" in Suhareka, - roof renovation. - LPSS "Shkendija" in Suhareka, - roof renovation. - LPSS "Flamuri i Arbrit" in Reshtan – external insulation.
Activity 3.1.3: Build school annex facilities for laboratories and libraries	Activity Description 3.1.3: In some of the schools that do not have sufficient space, MED of the Municipality of Suhareka will invest in the construction of school annex facilities in order to create the necessary space for laboratories and cabinets and libraries. Schools, the spaces of which will be expanded through annex facilities, are the following: - Gymnasium: "Jeta e Re" in Suhareka. - LPSS "7 Marsi" in Suhareka. - LPSS "Rilindja" in Neperbisht. - LPSS "Drita" in Gelance.

Activity 3.1.4:**Build sport halls and playing areas****Activity Description 3.1.4:**

In order to create the conditions for sports activities throughout the school year, MED of the Municipality of Suhareka, in cooperation with the Municipal Directorate of Culture, will invest in the construction of several sport halls in the following schools:

- THS "Skender Luarasi" in Suhareka.
- LPSS "Destan Bajraktari" in Suhareka.
- LPSS "Gjergj Kastrioti" in Sallagrazhde.

Also, MED of the Municipality of Suhareka will invest in construction of several outdoor sport spaces in the following schools:

- LPSS "Besim Ndreca" in Maqiteve, 20 thousand, 2019 from the Directorate of Culture.
- LPSS "Sadri Duhla" in the Parallel Class in Sopaj neighborhood; 20 thousand, 2020.

Activity 3.1.5:**Build outdoor infrastructure for students with special physical needs****Activity Description 3.1.5:**

MED of Suhareka municipality will invest in building the infrastructure necessary and suitable for students with special physical needs (such as the slopes that enable passage of students in wheelchairs, toilets suitable for these students, etc.), so that all schools of Suhareka provide appropriate conditions and full access for students with special needs.

Outcome 3.2: Schools are equipped with laboratories/cabinets, books, sport requisites and concretization tools.

Activity**Activity Description****Activity 3.2.1:****Provide internet access and supply ICT cabinets with computers and other equipment****Activity Description 3.2.1:**

As needed and in order to fully functionalize ICT cabinets in all schools of Suhareka municipality, MED will invest in providing internet access to all ICT cabinets.

Also, schools that lack computers and other ICT equipment (such as projectors, printers, etc.) will be supplied by MED with computers and other necessary equipment so that ICT cabinets can be fully functional and used by students.

Activity 3.2.2:**Supply of laboratories with inventory and laboratory equipment****Activity Description 3.2.2:**

In order for students to learn through practical and laboratory work, MED of the Municipality of Suhareka will invest in establishing and supplying science laboratories (physics, chemistry, biology, etc.) in all schools of this municipality.

	All schools will be equipped with the necessary equipment for laboratories, which will be equipped with the appropriate inventory.
Activity 3.2.3: Equip libraries with inventory and books	<p>Activity Description 3.2.3:</p> <p>In order to stimulate students to read more and to create reading habits as well as in order to provide access to books and textbooks for students who can not afford buying these books, MED of the Municipality of Suhareka will invest in the establishment and supply of libraries in all schools of this municipality.</p> <p>All schools will be provided with the necessary library space, and will also be equipped with the appropriate inventory and necessary books and textbooks for the level of students.</p> <p>The list of books and textbooks which will be provided to schools by MED will take into account the requests and suggestions of the teachers of the schools of different fields and subjects.</p> <p>In schools that do not have a library, this role will be played by classroom tutors for their students.</p>
Activity 3.2.4: Supply of schools with sport equipment and requisites	<p>Activity Description 3.2.4:</p> <p>MED of Suhareka municipality will invest on supplying all schools with the necessary equipment and requisites for sports activities annually, so that physical culture teachers have at their disposal all the tools, equipment and requisites necessary for the realization of their curriculum, and students can develop as many sports and recreational activities as possible.</p>
Activity 3.2.5: Supply of schools with concretization tools	<p>Activity Description 3.2.5:</p> <p>MED of the Municipality of Suhareka will invest on supplying all schools with the necessary concretization tools annually, which enable teachers an easier and more effective work with students and at the same time facilitate the learning process for students.</p>

Assumptions and risks

Key assumptions to ensure the achievement of Objective 3 foreseen in this document are:

- The main assumptions to ensure the achievement of Objective 3 envisaged by this document are:
- Many schools of the Municipality of Suhareka have sufficient space to adapt them for laboratories, libraries, etc.
- Municipality of Suhareka possessed municipal land and there are no property disputes for locations where school facilities, sports halls and playing areas will be constructed.

- MED and the Municipality of Suhareka manage to allocate the budget needed to carry out the activities foreseen in this area.

Whereas, factors that can jeopardize the achievement of Objective 3 foreseen in this document are:

- Lack of sufficient budget to carry out the activities envisaged within this area.

5.4. School environment

Students need a convenient, warm and friendly school environment to be more motivated to attend school and to succeed in lessons. This environment and climate suitable for students as well as for school staff are not only related to the proper physical infrastructure, although this is important, but also to the way and the quality of human relationships between different parties in the school, especially the relationships between students and teachers. Based on this, it is estimated that MED of the Municipality of Suhareka should pay a particular attention to the creation of a suitable, warm and friendly school environment for all students of this municipality.

Also, school should be a safe place for both students and school staff. This is done by avoiding or minimizing all the factors that can affect student safety at school as well as raising the students' awareness of the risk and the consequences of their involvement in various negative phenomena which can endanger their life, health and success in life.

Therefore, MED of Suhareka municipality plans to address this issue in order to create a friendly and safe school environment for all students and school staff.

Key challenges

Below are presented the key challenges and issues faced by schools of the Municipality of Suhareka regarding friendly and safe school environment, which are intended to be addressed during the five-year period covered by this action plan:

- Inadequate businesses close to schools.
- Presence of negative phenomena in schools.

Strategic objective

In order to address the challenges and resolve or reduce the above-mentioned issues, the following strategic objective is defined, which is intended to be fulfilled during the next five year period:

Objective 4: Friendly and safe school environment for all.

Expected outcomes

To fulfill the strategic objective for the school environment defined in this development plan foresees the achievement of the following expected results:

- Outcome 4.1: Schools have appropriate, attractive and friendly spaces and environments for students.
- Outcome 4.2: Schools develop different activities that contribute to the creation of a warm and friendly atmosphere for students.
- Outcome 4.3: Eliminate factors and causes that could endanger the life, health and well-being of students.

Activities

In order to fulfill the strategic objective and achieve the expected outcomes in the field of the school environment, some activities are envisaged to be carried out (grouped by the expected results), which will be presented in the following, together with a brief description for each activity.

Outcome 4.1: Schools have appropriate, attractive and friendly space and environment for students.

Activity	Activity Description
Activity 4.1.1: Renovate outdoor school spaces	Activity Description 4.1.1: All the schools of the Municipality of Suhareka, within their possibilities and MED's, will renovate outdoor spaces of the schools, so that they are as attractive and suitable for students and contribute to the good image of schools. MED of the Municipality of Suhareka will allocate budget for schools to arrange play corners, outdoor lighting, walking paths, outdoor seats, buying seedlings and flowers, etc. while for the things that have no financial implications schools will take care themselves, namely teachers in cooperation with students and parents and the community; the activities such as planting and maintaining trees and flowers, painting buildings, arranging and maintaining green areas, exhibiting students handwork etc.
Activity 4.1.2: Decorate indoor spaces of schools	Activity Description 4.1.2: When the indoor area of school is painted, that will be done so that is attractive and adapted to the level of the students, in order to create a suitable environment for students. In addition, teachers in cooperation with students will decorate the classrooms and corridors of the school with student handwork and with various information and educational materials for students.

<p>Activity 4.1.3: Create indoor space for free activities of students</p>	<p>Activity Description 4.1.3: Schools that have free and unused indoor spaces will prepare them for spaces where students can develop free educational, social, and recreational activities after regular class. Whereas schools that do not have free and unused space will identify their appropriate classrooms or spaces in the school corridor to arrange for the free activities of students.</p>
<p>Activity 4.1.4: Maintain school cleanliness</p>	<p>Activity Description 4.1.4: Schools of the Municipality of Suhareka will take all measures to ensure that schools are properly cleaned and maintained in classrooms, corridors, toilets, etc.</p>

Outcome 4.2: Schools carry out different activities that contribute to establishment of a warm and friendly environment and atmosphere for students.

Activity	Activity Description
<p>Activity 4.2.1: Train teachers on friendly communication and relationship with students</p>	<p>Activity Description 4.2.1: MED of the Municipality of Suhareka, in cooperation with donors and specialized organizations, in the form of information meetings or trainings, will train/inform teachers on friendly communication and approach with the students so that communication and the relationship between teachers and students is as convenient and motivating as possible for the students.</p>
<p>Activity 4.2.2: Organize common extra-curricular educative, social and recreational activities</p>	<p>Activity Description 4.2.2: In order to create a friendlier and motivating environment for students, schools will organize various extra-curricular educational, social and recreational activities for students, involving teachers and students as well as parents and community. These activities include (but are not limited to) the organization of reading classes, discussions about books and movies, informal discussions on various subjects, intellectual games, performances and various artistic performances, visits to different places and institutions, outdoor picnic, etc.</p>
<p>Activity 4.2.3: Report on and condemn violence in schools</p>	<p>Activity Description 4.2.3: MED of the Municipality of Suhareka will build an effective mechanism for reporting and condemning violence in schools, whether it be physical, psychological or other form and regardless of who commits it and against whom. MED will require from schools to report, whenever there are cases of violence, urgently and in detail to MED. MED then</p>

with its staff, if necessary, will require the engagement of the Education Inspectorate, will investigate in detail these cases of violence and will take punitive measures against the parties who have committed violence, in accordance with the effective legislation in Kosovo.

Activity 4.2.4:

Treating fairly and equally students of the Roma, Ashkali and Egyptian communities

Activity Description 4.2.4:

MED of the Municipality of Suhareka will ask from the schools attended by Roma, Ashkali and Egyptian communities to continue to treat students of these communities fairly and equally to the students of the Albanian majority community. This implies that these students will not be divided into specific classes, but will be included proportionally across different classes, supported and stimulated by teachers, encouraged to cooperate and integrate with Albanian majority students. It will not be allowed that these students are treated with discrimination and inferiority by others, either by teachers or by majority students.

Activity 4.2.5:

Hire psychologists and pedagogues in high schools

Activity Description 4.2.5:

Due to impossibility to employ psychologists and pedagogues in all schools in the Municipality of Suhareka, MED will at least employ two psychologists for secondary schools, respectively one psychologist at the Gymnasium "Jeta e Re" (Eng. New Life) and one psychologist at the THS "Abdyl Ramaj", and will also employ a pedagogue at the Gymnasium "Jeta e Re" (a pedagogue is already employed at THS "Skender Luarasi"), since high school students are at a more sensitive age of adolescence and school psychologists and pedagogues could greatly contribute to addressing the challenges and problems faced by these adolescents, addressing individual cases of students according to specifics, providing psychological counseling and career orientation, by organizing group meetings with students, advising teachers on how to approach adolescents, etc.

Outcome 4.3: Factors and causers that endanger life, health and welfare of students are avoided.

Activity	Activity Description
Activity 4.3.1: Use of school uniforms by school students	Activity Description 4.3.1: MED of the municipality of Suhareka will require from all schools o provide school uniforms to all students so that they can easily be identified and that only students of the school can have access to school premises inside and outside. Given that MED is not able to

cover the financial cost for student uniforms, they will be covered by parents.

**Activity 4.3.2:
Fencing school
yards and placing
surveillance
system in schools**

Activity Description 4.3.2:

In order to create a safer school environment, MED of Suhareka municipality will invest in the construction of the schoolyard fences of some schools that currently have no fences or are heavily damaged. These schools are:

- LPSS "Naum Veqilharxhi" in Vershec.
- LPSS "Sadri Duhla" in Duhel.
- LPSS "Flamuri i Arbërit" in Reshtan.
- LPSS "Dëshmorët e Kombit" in Popolan.

In addition, MED of the Municipality of Suhareka will invest in placing surveillance cameras in the schools that need it, as in the following:

- LPSS "17 Shkurti" in Shiroka,
- LPSS "VP.Shkodrani" in Leshan,
- LPSS "Hasan Prishtina" in Semetisht,
- LPSS "Xhavit Syla" in Sllapuzhan,
- LPSS "Ismet Jashari" in Javor,
- LPSS "Sadri Duhla" in Duhel,
- LPSS "Migjeni" in Gjinoc,
- LPSS "Naum Veqilharxhi" in Muhlan,
- LPSS "Lidhja Prizrenit" in Budakove,
- LPSS "28 Nentori" in Doberdelan

**Activity 4.3.3:
Marking and
placing calming
devices nearby
schools**

Activity Description 4.3.3:

MED of the Municipality of Suhareka, in cooperation with traffic inspectors and the Kosovo Police, will place warning traffic signs and speed bumps near some of the schools where traffic presents a danger for students. The marking and placement of speed bumps will be done near the following schools:

- LPSS "Destan Bajraktari" in Suhareka,
- LPSS "7 Marsi" in Suhareka,
- LPSS "Shkendija" in Suhareka,
- LPSS "Kongresi i Manastirit" in Studenqan,
- LPSS "Hasan Prishtina" in Semetisht,
- LPSS "Sadri Duhla" in Duhel,
- LPSS "Naum Veqilharxhi" in Mohlan,

- LPSS "Drita" in Gelance,
- LPSS "Migjeni" in Gjinoc,
- LPSS "Edit Durham" in Mushtisht,
- LPSS "Gjergj Kastrioti" in Sallagrazhde,
- LPSS "Deshmoret e Grejkocit" in Grejkoc,
- LPSS "Shaban Mazreku" in Sopiye,
- LPSS "Iliria" in Savrove,
- LPSS "Vellezerit Frasheri" in Bukosh,
- LPSS "Rame Bllaca" in Bllace, and
- LPSS "Flamuri i Arbrit" in Reshtan.

**Activity 4.3.4:
Inspect cafes
nearby schools
and remove the
ones that do not
have permits to
operate nearby
schools**

Activity Description 4.3.4:

MED of the municipality of Suhareka, through the Municipal Inspectorate and in accordance with the decision of the Municipal Assembly of Suhareka, will close all the cafes located in the vicinity of the schools and which do not have the relevant permits for such activities.

Whereas, regarding the businesses and cafés operating in the vicinity of the schools attended by students and having respective permits for their activity, the MED of the Municipality of Suhareka, through the Municipal Inspectorate, will require from these businesses and cafes not to sell illicit substances to students, such as tobacco, alcoholic beverages, etc. To ensure this, MED will require from the Municipal Inspectorate that these café premises be inspected regularly and if it is found that any of them breaks the rules, then MED will request to have them closed in accordance with the legal provisions and procedures.

**Activity 4.3.5:
Awareness
campaigns for
students on
negative
phenomena**

Activity Description 4.3.5:

MED of the Municipality of Suhareka, in cooperation with specialized organizations will organize awareness campaigns in schools on the dangers, damages and consequences of youth involvement in the negative phenomena, such as smoking, alcohol and drugs.

These campaigns will be organized in the form of meetings and lectures with students, information posters in schools, distribution of leaflets to students, etc.

These campaigns will be more intensive in higher secondary schools but will be implemented in lower secondary schools too.

Assumptions and risks

Key assumptions to ensure the achievement of Objective 4 foreseen in the plan are:

- Schools, teachers, students, parents and community are committed and contribute to creating a friendlier, convenient and motivating environment for students.
- Teachers, students and parents devote themselves and contribute to the organization of various extracurricular educational, social and recreational activities.
- MED of the Municipality of Suhareka has legal and financial possibilities to employ new staff in schools.
- Other municipal bodies and mechanisms of the Municipality of Suhareka will support MED and schools in creating a safer school environment for students and school staff.
- The Municipality of Suhareka and MED allocate budget for infrastructure investments that provide a friendly and safe school environment.

Whereas, factors that can jeopardize the achievement of Objective 4 foreseen in this plan are:

- Legal and financial restrictions that MED of the Municipality of Suhareka can have to employ new staff in schools.
- Lack of sufficient budget for investments that guarantee friendly and safe environment in schools.

5.5. Pre-school Education

As mentioned earlier, all agree on the great importance of pre-school education for children and students. Being aware of the great importance of pre-school education, it has been decided that one of the areas of "Education Development Plan of the Municipality of Suhareka 2019-2023" is pre-school education, because it is considered that inclusion of children in this level of education affects positively the overall development of children and their success during the following school years.

This local development plan foresees the carry out of some activities (measures) aimed at increasing the inclusion of children aged 0-5 years in pre-school education and achievement of inclusiveness in the pre-primary classes for children between the ages of 5 and 6 in the Municipality of Suhareka.

Key challenges

Pre-school education in Suhareka municipality faces many challenges and issues, addressing of which requires high financial resources for infrastructure (school, kindergarten and nursery facilities) and staff (managers, educative nurses, technical staff, etc.). Being unable to address and resolve all these challenges and issues within a five year period covered by this action plan, few of them, the most important ones, which will be addressed by this education development plan, are briefly presented below:

- Very low inclusion of children 0-5 years old in preschool education in kindergartens and nurseries.
- Failure to include all children aged 5-6 years in pre-primary or elementary schools or kindergartens and nurseries.
- Lack of infrastructure capacity.

Strategic objective

In order to address the challenges and resolve or reduce the above-mentioned issues, the following strategic objective is defined, which is intended to be fulfilled during the next five year period:

Objective 5: Improve inclusion in preschool education in the Municipality of Suhareka.

Expected outcomes

To fulfill the strategic objective set out in this local action plan for the area of school environment, the achievement of the following expected outcomes is foreseen:

Outcome 5.1: Inclusion of children aged 0-5 years in pre-school education in public kindergartens and nurseries increased.

Outcome 5.2: The inclusion of children aged 5 to 6 years in the pre-primary grades of elementary school achieved.

Activities

In order to fulfill the strategic objective and achieve the expected outcomes in the field of the school environment, some activities are foreseen (grouped by the expected outcomes), which will be presented in the following, together with a brief description for each activity.

Outcome 5.1: Inclusion of children aged 0 – 5 years in preschool education in public nurseries and kindergartens increased.	
Activity	Activity Description
Activity 5.1.1: Situation analysis to identify the needs for kindergartens	Activity Description 5.1.1: MED in cooperation with the community will identify locations/places that have requested and need more the presence of kindergartens.
Activity 5.1.2: Renovate existing spaces	Activity Description 5.1.2: MED will renovate the existing kindergarten facility in order that more appropriate spaces for preschool children can be created.
Activity 5.1.3: Construct new public kindergartens	Activity Description 5.1.3: MED and the Municipality of Suhareka will build several new public kindergartens in Suhareka in accordance with the 8-year Municipal Development Plan of Suhareka Municipality. When constructing these kindergartens they will be equipped with all necessary teaching tools. To construct these kindergartens, MED and the Municipality of Suhareka will follow all necessary procedures, such as: - Identification of suitable places that are municipal property for the construction of kindergartens. - drafting construction projects. - follow up tendering procedures. - building and equipping kindergartens with learning tools.
Activity 5.1.4: Making parents aware of the enrolment of children in preschool education	Activity Description 5.1.4: MED in cooperation with kindergartens that have the capacity to admit children in pre-school education will organize awareness raising campaigns for parents on the importance of pre-school education for children and the enrollment of children in kindergartens so that all kindergartens admit as many children as their infrastructure and human capacities allow. This campaign will be conducted through the organization of meetings with parents, preparation and distribution of posters and information leaflets, etc.

Outcome 5.2: Inclusion of children aged 5 – 6 years in pre-primary grade in primary schools achieved.

<p>Activity 5.2.1: Situation analysis of the current inclusion of this category if children</p>	<p>Activity Description 5.2.1: MED, in cooperation with schools and the community, will identify the accurate number of children who do not attend the pre-primary grade as well as the locations where these children live.</p>
<p>Activity 5.2.2: Inclusion of all children in pre-primary school grade</p>	<p>Activity Description 5.2.2: MED, in cooperation with schools that need to open new preschool parallel classes will analyze the possibilities for these parallel classes to be opened with the existing resources through:</p> <ul style="list-style-type: none"> - the use of available space within schools. - renovate available (free) spaces within the school. - organize and adapt hours for the use of existing classrooms. - organize and adjust the hours for the existing staff that does not work full-time. <p>If needed, new staff will be employed.</p>
<p>Activity 5.2.3: Provision of learning tools</p>	<p>Activity Description 5.2.3: MED will provide the necessary learning tools to all the new classrooms/spaces for pre-primary children, whether created within the existing ones or those created through school annex facilities.</p>

Assumptions and risks

The key assumptions to ensure the achievement of Objective 5 foreseen in this plan are:

- Commitment of the MED of the Municipality of Suhareka to include all children aged 5 - 6 years in pre-primary education.
- Parents are interested in taking their children to preschool education in public kindergartens.
- MED of Suhareka municipality has legal and financial possibility to employ new staff in schools.
- Municipality of Suhareka possesses municipal parcels where it can build public kindergartens.
- Municipality of Suhareka may allocate a budget for the construction of public kindergartens.
- MEST will financially support the Municipality of Suhareka to build public kindergartens.

While, factors that can jeopardize the achievement of Objective 5 foreseen in this plan are:

- Lack of budget capacities of the Municipality of Suhareka to invest in the construction of public kindergartens.

- Failure of MEST to support financially the Municipality of Suhareka on the construction of public kindergartens.

6. Budget

The Education Development Plan of the Municipality of Suhareka 2019-20232 foresees that for the five-year period of implementation a total budget of € 9,776,820 is available, out of which € 8,489,140 is foreseen to be covered by the municipal budget of the Municipality of Suhareka and € 1,287,680 is foreseen to be covered by various donors and/or central institutions of Kosovo.

Below is presented the detailed budget of this action plan for five year period, broken down by area, year and the sources of funding (expressed in Euros).

Area	Source of funding	Year					Total
		2019	2020	2021	2022	2023	
1. institutional management and quality assurance	Municipal budget	24360	426920	149600 0	149696 0	149600 0	49402 40
	Donors and/or central institutions	4160	0	960	0	960	6080
	Total Area 1	28520	426920	149696 0	149696 0	149696 0	49463 20
2. Teacher professional development	Municipal budget	27200	36000	36000	36000	36000	17120 0
	Donors and/or central institutions	17600	16000	16000	16000	16000	81600
	Total Area 2	44800	52000	52000	52000	52000	25280 0
3. School equipment and infrastructure	Municipal budget	220000	860000	106000 0	450000	230000	28200 00
	Donors and/or central institutions	0	0	0	0	0	0
	Total Area 3	220000	860000	106000 0	450000	230000	28200 00
4. School environment	Municipal budget	66160	86160	81160	101160	86160	42080 0
	Donors and/or central institutions	240000	240000	240000	240000	240000	12000 00
	Total Area 4	306160	326160	321160	341160	326160	16208 00
5. Preschool education	Municipal budget	89300	11900	11900	11900	11900	13690 0
	Donors and/or central institutions	0	0	0	0	0	0
	Total Area 5	89300	11900	11900	11900	11900	13690 0
Budget for all the areas	Municipal budget	427020	142098 0	268506 0	209602 0	186006 0	84891 40

Donors and/or central institutions	261760	256000	256960	256000	256960	12876 80
Total of all areas	688780	167698 0	294202 0	235202 0	211702 0	97768 20

It is important to highlight that not all the budget of this action plan, foreseen to be covered by the municipal budget of Suhareka Municipality, will be a new cost for the budget of this municipality, because some of the activities included in this action plan have been also carried out in the previous years, therefore these activities will continue in the years to come. They included in the activities and budget of this action plan, but will not really be a new burden for the budget of the Municipality of Suhareka.

It should also be mentioned that the budget of this action plan foreseen to be covered by various donors and/or central institutions of Kosovo is based on the so far practices of funding by donors and central institutions.

7. Implementation Plan and Performance Evaluation Framework

AREA 1: INSTITUTIONAL MANAGEMENT AND QUALITY ASSURANCE

OBJECTIVE 1: Development of human and institutional capacities to ensure effective management and education quality in the Municipality of Suhareka.

Objectively verifiable indicators to measure the achievement of Objective 1			
Indicator	Current situation 2018	Target 2023	Means of verification
Meetings of vocational schools with local businesses	Not known	1 meeting per year	Records of meetings (invitations, pictures, minutes of the meetings)
Regular monthly meetings between Med and schools	None	1 meeting per month	Records of meetings (invitations, agenda, minutes of the meeting)
Number of schools that communicate through the official email with MED	None	All schools	Email exchanges between MED and schools
School Steering Committees (SSC) operational	Not known	In all schools	Records of SSC in school and MED
School Parent Councils operational	Not known	In all schools	Records in schools and MED
School Student Councils operational	Not known	In all schools	Records in schools and MED
Teams for prevention of school dropout operational	Not known	In all schools	Records in schools and MED
Number of Quality Coordinators trained	6	32	Records of trainings and certificates
Schools that have school performance assessment teams	0	100%	Records in schools and MED
Number of teachers trained on school performance assessment	0	160	Records of trainings and certificates
Number of schools conducting school performance assessment during the year	0	100%	Reports on school performance assessment
Number of schools conducting catch-up classes and supplementary learning	No data	All schools	School records on the organization of catch-up classes and supplementary learning
Organization of full day learning in schools	0	29 LPSS	School records on the organization of the full day learning program
Number of students rewarded at school level competitions annually	No data	320 students	School records on competitions and winners
Number of students rewarded at municipal level annually	No data	90 students	MED records on competitions and winners
Number of students rewarded for the best state exam result annually	0	15	MED records on rewarding winners
Number of the best students at the municipal level participating in the summer school organized by MED annually	0	50	Med records on summer school
Number of the best teachers at the municipal level rewarded by MED every school year	No data	3	MED records on rewarding teachers
Number of the best directors at the municipal level rewarded by MED every school year	No data	1	MED records on rewarding directors
Number of the best schools at the municipal level rewarded by MED every school year	No data	1	MED records on rewarding schools

Outcome 1.1: IEAA functioning improved and the cooperation between MED and IEAA increased.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 1.1.1: Implementation of comprehensive municipal regulation on IEAAs' well-functioning	<p>Activity description 1.1.1: MED of the Municipality of Suhareka drafted a regulation, adopted by the Municipal Assembly of Suhareka, which regulates the IEAAs functioning. This municipal regulation specifies everything related to the organization and functioning of IEAAs, including the rights, duties and responsibilities of all parties within IEAAs, such as: School Steering Committee, Director, other management and administrative staff, teachers, professional actives, parents, students etc. Through MED, this regulation will be forwarded for implementation to all IEAAs of the Municipality of Suhareka.</p>	<p>January 2019 – December 2023.</p> <p>Municipal regulation regularly implemented by all IEAAs and its implementation monitored by MED.</p>	<p>IEAA</p> <p>MED</p>	N/A	Municipal budget	N/A	-	-	-	-	-	-
Total budget per activity(euro):							-	-	-	-	-	-
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 1.1.2: Implementation of procedures for professional and objective selection of IEAA staff	<p>Activity description 1.1.2: Municipal regulation adopted by the Municipal Assembly of Suhareka foresees procedures and instruments that ensure the IEAA staff (managers, non-teachers, professionals, non-</p>	<p>January 2019 – December 2023.</p> <p>Regularly implemented by MED when there are competitions</p>	<p>MED</p>	N/A	Municipal budget	N/A	-	-	-	-	-	-

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity(euro):					
							2019	2020	2021	2022	2023	Total
2. MED and vocational schools will sign Memoranda of Cooperation and Understanding with local businesses that are able and willing to provide opportunities for professional practice to students of vocational schools, so that students can better prepare for the labour market during schooling, thus being familiar with the challenges and requirements of their profession.							-	-	-	-	-	-
Activity 1.1.4: Organization of regular monthly meetings between MED and schools	Activity description 1.1.4: MED of the Municipality of Suhareka will start organizing regular monthly meetings with school directors, setting a date/day in the beginning of each month, including meeting place and time. This regular monthly meeting will serve to increase the cooperation and coordination between MED and the schools as well as between schools. In these meetings, common challenges and issues faced by schools will be discussed and presented; school successes will be presented; information and important experiences will be exchanged; MED plans and policies will be forwarded to the school directors; school directors' needs and requests will be presented etc.	January 2019 – December 2023, monthly. MED sets a date at the beginning of each month, the time and place where the regular monthly meetings between MED and IKEAA will take place.	MED IEAA	N/A	Municipal budget	N/A	-	-	-	-	-	-

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity (euro):					
							2019	2020	2021	2022	2023	Total
Activity 1.1.5: Official electronic communication between the schools and MED	<p>Activity description 1.1.5: MED and Municipality of Suhareka in cooperation with the respective IT department of this municipality, and with the support of the respective ministry, will create and functionalize official e-mail accounts on the rks-gov.net domain on the name of the school for each school (p.sh. LPSS.Hasan.Prishitina@rks-gov.net). Afterwards, all official communication (letters, information, complaints, requests etc.) between the schools and MED will be done through the official email accounts. In addition, MED will forward to the schools all official communication through these email accounts (either by writing to the schools individually, or in group, thus preparing a list of official emails of all schools). This will facilitate the communication and save the time of school directors and MED directors and officials, so that there is no need to make visits or submit letters/hard copies for everything.</p> <p>As necessary, MED will take municipal IT officers to instruct and train directors and administrative staff of the schools on the use of the official emails</p>	<p>January - June 2019</p> <p>Official email accounts on the name of schools created.</p> <p>Official email accounts used by all IEAAs for communication with MED and other parties.</p>	<p>MED</p> <p>IEAA</p>	<p>Municipal IT office</p> <p>Ministry of Public Administration</p>	<p>Municipal budget</p> <p>Donors and/or Central institutions</p>	N/A	N/A	-	-	-	-	-

Total budget per activity(euro):	-	-	-	-	-	-
Total budget per outcome(euro):	-	-	-	-	-	-

Outcome 1.2: All bodies within ne school level operationalized and monitored							Budget by year in euro					
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total
Activity 1.2.1: Functionalizing School Steering Committees (SSC)	Activity description 1.2.1: MED of the Municipality of Suhareka, in cooperation with the school directors identifies all schools that do not have SSCs completed and functional. School directors, in cooperation with MED will staff the SSCs with members according to the criteria set out by the effective legal provisions. Furthermore, in order to strengthen and functionalize them, as needed, MED will provide assistance in drafting work plans of School	January 2019 – December 2023. All IEAAs submit to MED names and details of SSC members. SSCs hold regular meetings at least 4 times a year. IEAAs keep notes of the meetings and submit them to MED. SSCs draft annual plans and submit them to MED.	Schools MED	N/A	Municipal budget	N/A	-	-	-	-	-	-

	Steering Committees.																	
Total budget per activity(euro):																		
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total						
Activity 1.2.2: Strengthening professional actives	Activity description 1.2.2: In order to ensure quality and functionalize school bodies, the school directors, in cooperation with teachers establish professional actives, which lack in schools. All professional actives, existing and the recently established ones in schools, will organize regular meetings and contribute to the planning of the learning process and teacher professional development. School directors will create necessary conditions and will support professional actives so that they strengthen	January 2019 – December 2023. All schools create all professional actives necessary by subjects/fields. Professional actives hold regular monthly meetings. Professional actives draft monthly and annual work plans and curricula. School director supports professional actives and monitors their work as well as reports to MED.	Schools	MED	Municipal budget	N/A	-	-	-	-	-	-	-	-	-	-	-	
					Donors and/or central institutions	N/A	-	-	-	-	-	-	-	-	-	-	-	

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity(euro):					
							2019	2020	2021	2022	2023	Total
	their role in school and improve the education quality.						-	-	-	-	-	-
Activity 1.2.3: Functionalization and strengthening of Parent and Student Councils	Activity description 1.2.3: School directors, with the support of all parties within the school and with the support of MED, will functionalize Parent and Student Councils in all schools. In schools, regular meetings of these councils will be held and a better and more active role and involvement of teachers and students will be requested, in order to address and resolve the challenges and issues that students and schools face with, on what parents and students can give a positive contribution.	January 2019 – December 2023. All IEAAs send to MED the names and details of the Parent and Student Councils' members. These councils hold regular meetings. IEAAs take notes of the meetings of these Councils.	Schools	MED	Municipal budget	N/A	-	-	-	-	-	-
					Donors and/or central institutions	N/A	-	-	-	-	-	-

		Total budget per activity(euro):					Total budget per activity(euro):					
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total
Activity 1.2.4:	Establishing and functionalizing the teams for prevention of school drop-outs	January – June 2019. MED establishes the municipal team. All schools establish teams at the school level.	MED Schools	N/A	Municipal budget	N/A	-	-	-	-	-	-
Activity 1.2.5:	Reporting by IEAAs and monitoring by MED	January 2019 – December 2023. IEAAs continuously report to MED on	IEAA MED	N/A	Municipal budget	N/A	-	-	-	-	-	-

	of all bodies within school (SSC, professional actives, parent council, student council etc.), all these bodies will report to MED on their work and activities on monthly, semi-annual or annual basis (depending on the nature of the body's work). Also, based on these reports and by visits to IEAA, MED will continuously monitor the work of these bodies and when needed will ask for improvements, however will also provide the necessary support whenever this is requested by schools.	the work of school bodies. MED continuously asks for records and reports on the work of the school bodies as well as monitors their work.			Donors and/or central institutions	N/A	-	-	-	-
Total budget per activity (euro):							-	-	-	-
Total budget per outcome (euro):							-	-	-	-

Outcome 1.3: Quality assurance mechanisms are in place and implemented.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total

Activity description	1.3.1: Prepare quality coordinators at the municipal and school levels	<p>1.3.1: MED assigns a person from the existing MED staff as Quality Coordinator at the municipal level as well as Quality Coordinators at the school level for all schools of the Municipality of Suhareka (when needed, MED reassigns other coordinators in the schools where existing coordinators did not show good results). Quality Coordinator at the municipal level coordinates the work and continuously supports Quality Coordinators at the school level. Supported by MEST and other donors, MED organizes trainings for all Quality Coordinators, so that they can fulfill their mission and function of</p>	<p>January – June 2019.</p> <p>Evaluation of existing coordinators and their replacement when necessary.</p> <p>A 6-day training for 32 Quality Coordinators (QC) is planned and conducted.</p> <p>January 2019 – December 2023</p> <p>Every year Quality Coordinators attend 3 day training.</p>	MED	MEST & Kosovo Pedagogical Institute	Municipal budget	Training for 32 QC x 3 days x 10 euro per day	960	960	-	960	-	2880
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	<p>Municipality of Suhareka in three state exams: the fifth grade exam, the ninth grade achievement exam and the state Matura exam. Through this analysis, it will be concluded that in which grades, which subjects and which schools the outcome of students is better/worse. Based on this, MED will require from the schools with worse results to improve their performance in the grades or subjects that they had poor results, through greater efforts of teachers and students and through the supplementary and catch up classes.</p>															
										Total budget per activity(euro):	-	-	-	-	-	-
										Total budget per outcome(euro):	11520	960	960	960	960	15360

Outcome 1.4: Catch-up classes, supplementary learning and full day learning in schools implemented.

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 1.4.1: Organize catch-up classes in schools	<p>Activity description</p> <p>1.4.1: With the request of MED, all schools of the Municipality of Suhareka will provide catch-up classes for all fields/subjects necessary to students that fall behind in learning, have learning difficulties or with unsatisfactory school results, so that these students improve their learning and success in school.</p> <p>To conduct the catch-up classes, all schools will prepare their supplementary learning plan on weekly basis and teacher will be engaged 1-2</p>	<p>Annually during 2019 – 2023.</p> <p>Each year students that need catch-up classes are identified.</p> <p>The work plan is drafted depending on the needs of the identified students.</p> <p>Each teacher is engaged 2 hours per week.</p> <p>Students' records and results monitored by school director and MED.</p>	Schools	MED	Municipal budget	N/A	-	-	-	-	-	-
						N/A	-	-	-	-	-	-

Activity 1.4.4: Piloting full day learning in several schools	Activity description 1.4.4: MED will select 5 schools that work with one shift only and that have more appropriate conditions, where the full day learning will be implemented during a school year.	January – December 2020. Full day learning is piloted in the following schools: LPSS “Destan Bajraktari” – urban with 565 students. LPSS “Shkendija” – urban with 441 students. LPSS “Edit Durham” – Mushtisht with 423 students.	MED Schools in piloting	N/A	Municipal budget	2216 students x 185 school days x 1 euro per meal	- 409960	-	-	-	409960
Donors and/or Central institutions											
N/A											
Total: 2216 students.											
To conduct the full time learning the entire staff of											

Activity 1.4.4: Piloting full day learning in several schools	Activity description 1.4.4: MED will select 5 schools that work with one shift only and that have more appropriate conditions, where the full day learning will be implemented during a school year.	January – December 2020. Full day learning is piloted in the following schools: LPSS “Destan Bajraktari” – urban with 565 students. LPSS “Shkendija” – urban with 441 students. LPSS “Edit Durham” – Mushtisht with 423 students.	MED Schools in piloting	N/A	Municipal budget	2216 students x 185 school days x 1 euro per meal	- 409960	-	-	-	409960
Donors and/or Central institutions											
N/A											
Total: 2216 students.											
To conduct the full time learning the entire staff of											

	<p>full day learning will start being implemented in all primary and lower secondary schools (grades 1-9)</p> <p>On need basis, MED will support schools on ensuring the provision of the environment and requisites necessary to carry out the activities within the full day learning.</p> <p>To conduct the full day learning, the entire staff of the schools will be engaged, depending on the duties and responsibilities determined with the curriculum, while MED will provide a modest meal for all students attending the full day learning.</p>										
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Total budget per activity(euro):		-	1480000	1480000	1480000	1480000	4440000
Total budget per outcome(euro):		1000	409960	1480000	1480000	1480000	4850960

Outcome 1.5: Mechanisms to reward and motivate students and school staff established.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 1.5.1: Organize competitions within the school level and reward the winner students	Activity description 1.5.1: Every school year schools of the Municipality of Suhareka organize individual and group competitions at the school level in different fields and subjects from exact sciences, social sciences sport. The competitions are organized at the school level in different days for different subjects/fields, where each student is provided with the opportunity to take part in the competition	Every school year. Competitions at the school level are organized and winner students are elected and rewarded.	Schools	MED	Municipal budget	Certificates of recognition, books and school material for winner students in all schools. 32 schools x 10 students x 10 euro.	3200	3200	3200	3200	3200	16000
					Donors and/or central institutions	N/A	-	-	-	-	-	-

	<p>within his/her class level and in any of the subjects/fields he/she is interested in. after the competitions for each field/subject and each school level/grade, the 3 most successful students/teams are announced (the first three places), who are recognized, promoted and rewarded by the school with certificates of recognition, books, school materials etc. in addition, all these students are included in supplementary learning activities provided by the school.</p> <p>Afterwards, students/teams that have won the first place for each field/subject and each level/grade</p>									
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	<p>within the school will be taken to MED to participate in municipal level competitions organized by MED.</p> <p>Also, based on the highest performance achieved within the school level competition, the school announced the 3 best and most successful students (the three first places within the school level) regardless of the subject and grade. These students are also recognized, promoted and rewarded with certificates of recognition, books, school materials etc.</p>																
Total budget per activity(euro):											3200	3200	3200	3200	3200	3200	16000
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total					
							2019	2020	2021	2022	2023						

<p>Activity 1.5.2: Organize competitions at the municipal level and reward the winner students</p>	<p>Activity description 1.5.2: Every school year, MED organizes individual and group competitions at the municipal level for different fields and subjects in exact sciences, art and sport, including all students/teams that have taken the first place at the school level (for each subject/field and each school/grade).</p>	<p>Every school year. Competitions at the municipal level organized and the winner students elected and rewarded.</p>	<p>MED Schools</p>	<p>N/A</p>	<p>Municipal budget</p>	<p>Certificates of recognition, books and school materials for students at the municipal level. 3 first places x 3 levels x 10 area x 50 euro.</p>	<p>4500 4500 4500 4500 4500 4500</p>	<p>22500</p>
					<p>Donors and/or central institutions</p>	<p>N/A</p>	<p>- - - - - -</p>	<p>- - - - - -</p>

	<p>municipal level competitions.</p> <p>After competitions, in each field/subject and each school level/grade, the 3 most successful students/teams (the three first places) at the municipal level, who will be recognized, promoted and rewarded by MED with certificates of recognition, books and school materials etc. in addition, all these students/teams will later be involved in supporting activities and programs provided at the municipal level organized by MED, in compliance with the talent, interests, needs and characteristics</p>									
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Activity 1.5.4: Organize supplementary activities for the best and most successful students in the municipality	Activity description 1.5.4: Every school year, MED selects about 50 best and most successful students of the Municipality of Suhareka, provided through their success in the state exams, for who summer programs are organized in the form of camps or summer schools. These programs are prepared, supported and organized by MED in cooperation with schools, teachers and parents. The content of these programs is prepared in compliance with the talent, interests, needs and characteristics of these	Every school year. During summer break, five-day summer school is organized for 50 best students of the municipality.	MED Schools	N/A	Municipal budget Donors and/or central institutions	50 students x 100 euro.	5000	5000	5000	5000	5000	25000
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Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity(euro):					
							2019	2020	2021	2022	2023	Total
							Budget by year in euro					
	students and the programs contain different educative, social, sport and recreational activities.						5000	5000	5000	5000	5000	25000
Activity 1.5.5: Selection and reward of the most successful teachers, directors and schools.	Activity description 1.5.5: Every school year, MED select the best and most successful teachers, directors and schools of the Municipality of Suhareka, through school performance evaluation, students' success in municipal competitions and student success in state exams. Based on these, every year MED selects,	Every school year. 3 teachers, 1 school director and 1 school are selected and rewarded.	MED	N/A	Municipal budget	3 teachers x 350 euro = 1050 euro. 1 school director x 500 euro. 1 school x 1000 euro.	2550	2550	2550	2550	2550	12750
				Donors and/or central institutions		N/A	-	-	-	-	-	-

Total budget per objective/area from all sources of funding (euro):	28520	426920	1496960	1496960	1496960	4946320
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AREA 2: TEACHER PROFESSIONAL DEVELOPMENT

OBJECTIVE 2: Ensure quality teaching through well-prepared teachers.

Objectively verifiable indicators to measure the achievement of Objective 2			
Indicator	Current situation 2018	Target 2023	Means of verification
Number of Coordinators for TPD at the school level	0	32	MED list of Coordinators for TPD
Identification of teachers needs for trainings	Never	Annually	Annual plan for TPD
Annual plan for TPD	None	Annually	Annual plan for TPD
Number of teachers trained during the year with the municipal budget	Not known	All	MED records of trainings in schools
TPD/training database	None	All schools	MED municipal database and school database
Number of teachers prepared for school-based trainings	0	160	MED records of trainings
Number of teachers attending school-based trainings during the year	0	All	Records of school-based trainings in MED and schools
Monitoring training effects	Never	Annually	MED monitoring report

Outcome 2.1: TPD includes all teachers and is planned to be carried out in accordance with the teachers' requests and needs.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 2.1.1: Assign TPD coordinator at the MED level and TPD coordinators at the school level	Activity description 2.1.1: MED of the Municipality of Suhareka assigns an existing official as Municipal TPD Coordinator in MED who will exclusively deal with planning, organizing, and monitoring and identifying TPD at the MED level, in cooperation and with the support TPD coordinators at the school level.	January – April 2019. Municipal coordinator for TPD and school coordinators for TPD assigned. Every school year school coordinators for TPD reassigned.	MED Schools	N/A	Municipal budget N/A	N/A	-	-	-	-	-	-
	Also, all schools of the Municipality of Suhareka will assign a teacher for each school level (1 for PS, 1 for LSS, 1 for USS) as school coordinator for TPD, who in cooperation with the director and school teachers, and with the support of municipal coordinator for TPD, will deal with				Donors and/or central institutions N/A	N/A	-	-	-	-	-	-

	<p>trainings that they are interested in and need most. Teachers' preferences are identified and submitted to school coordinators in MED and municipal coordinator for TPD.</p> <p>Municipal coordinator, in cooperation with the school coordinators draft an annual TPD plan, which includes all teachers according to their already identified needs, providing equal opportunities to all teachers to attend the trainings required.</p> <p>Within this annual plan, the financial possibilities are analyzed and foreseen for the training of teachers from different sources, such as MED budget, MEST budget, foreign donors, organizations that are accredited to provide respective trainings etc.</p>		Central institutions							
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Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity(euro):					Total
							2019	2020	2021	2022	2023	
	A similar cycle is repeated each school year.						-	-	-	-	-	-
Activity 2.1.3: Providing trainings to teachers in compliance with the annual TPD plan	Activity description 2.1.3: Each year, according to the annual TPD plan teachers are opportunity to attend certain trainings selected by teachers, the cost of which is covered by different source of funding, such as Med budget, MEST budget, foreign donors, organizations accredited for the provision of respective trainings etc. If during a school year it is not possible to include all teachers in trainings, then MED ensures that teachers who couldn't be included in the previous year to be included in the following one.	Every school year, starting from 2019-2020. Every school year around 800 teachers of the Municipality of Suhareka attend at least 3 days of essential training accredited by STLIC/MEST the cost of which is covered by MED.	MED	MEST Donors	Municipal budget	800 teachers x 3 days of training a year x 10 euro training day (including the trainer, materials and food).	24000	24000	24000	24000	24000	120000
					Donors and/or central institutions	800 teachers x 2 days of training a year x 10 euro training day (including the trainer, materials and food).	16000	16000	16000	16000	16000	80000

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity(euro):					
							40000	40000	40000	40000	40000	200000
							Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 2.1.4: Monitoring training effects	Activity description 2.1.4: Municipal TPD coordinator, in cooperation with the school TPD coordinators, will develop instruments and practices to monitor training effects, namely to evaluate whether teachers knowledge and skills acquired during trainings are being implemented in practice by teachers and are effective. This will be done through questionnaires that will be distributed to teachers and students after some time following the training they attended. This monitoring shall include school-based (SB-TPD).	Every school year, starting from 2019-2020. The municipal TPD coordinator, in cooperation with school TPD coordinators monitor training effects.	MED Schools	N/A	Municipal budget	N/A	-	-	-	-	-	-

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Total budget per activity(euro):					
							2019	2020	2021	2022	2023	Total
Activity 2.1.5: Keeping records of TPD	Activity description 2.1.5: School coordinators will create an electronic database (in Excel), which will be used by all schools, where all trainings attended by each teacher will be recorded in details (name and type of training, date of training, training provider, number of class hours, funding, date of certification etc.). this database will include the school-based teacher professional development (SB-TPD).	January – June 2019. The electronic database (in excel) created, which will be used by all schools, where trainings attended by teachers of their school will be recorded in details each year with regards to which trainings have been attended and all other training details attended by teachers.	MED Schools	N/A	Municipal budget	N/A	-	-	-	-	-	-
	This database will be completed and submitted to MED (MED TPD coordinator) by school coordinators at the end of the year. MED will then merge the TPD and SB-TPD data of all schools and create a central	Every school year, starting from 2019-2020 the database is updated with the trainings attended by teachers in the respective school year.			Donors and/or central institutions	N/A	-	-	-	-	-	-

database at the MED level, with the records of all trainings of the Municipality of Suhareka at the end of the year.																			
Total budget per activity(euro):																			
Total budget per outcome(euro):																			
-																			
-																			
-																			
-																			
-																			
-																			

Outcome 2.2: School-Based Teacher Professional Development system in place												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total
							2019	2020	2021	2022	2023	
Activity 2.2.1: Informing schools and building capacities for SB-TPD	Activity description 2.2.1: Municipal TPD coordinator, together with school TPD coordinators, supported by MED, MEST and Kosovo Pedagogical Institute, shall be informed, and trained, in the form of trainings or informative meetings, to prepare schools and	September – December 2019. School informed and few teachers trained on how to plan and organize SB-TPD. Five teachers from each school are selected for the training. Training is organized in groups of 20 teachers. The training lasts for 3 days.	MED	MEST & Kosovo Pedagogical Institute	Municipal budget	32 schools x 5 teachers x 2 days of training x 10 euro per training day.	3200	-	-	-	-	3200
					Donors and/or central institutions	32 schools x 5 teachers x 1 day of training x 10 euro training day.	1600	-	-	-	-	1600

	teachers for School-Based Teacher Professional Development (SB-TPD). In addition, few teachers from each school will be trained on how to plan and organize SB-TPD.						4800	-	-	-	-	4800
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	4800	Budget by year in euro				Total
Activity 2.2.2: Identify teachers' needs and draft the annual SB-TPD plan	Activity description 2.2.2: Municipal TPD coordinators, in cooperation with school TPD coordinators, every school year, will identify the needs of teachers for SB-TPD and based on them will draft an annual plan	April – August of every school year. Teachers' needs for trainings are identified and the annual plan for school-based trainings during the school year will be drafted.	MED Schools	N/A	Municipal budget	N/A	-	-	-	-	-	-

	for SB-TPD, which includes all teachers according to their already identified needs, providing equal opportunities to all teachers to attend the requested trainings. Trainings within SB-TPD are estimated to be less costly and that is foreseen to be covered by MED. A similar cycle is repeated every school year.											
Total budget per activity(euro):												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total
Activity 2.2.3: Provide trainings for teachers in	Activity description 2.2.3: Each year, in compliance	Every school year, starting from 2019-2020. Every school year around 800 teachers of the	Schools	MED	Municipal budget	800 teachers x 3 days of training a year x 5 euro school-based	-	12000	12000	12000	12000	48000

Total budget per objective/area from all sources of funding (euro):	44800	52000	52000	52000	52000	252800
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AREA 3: SCHOLL EQUIPMENT AND INFRASTRUCTURE

OBJECTIVE 3: Quality infrastructure with sufficient space and well-equipped.

Objectively verifiable indicators to measure the achievement of Objective 3			
Indicator	Current situation 2018	Target 2023	Means of verification
Number of new school buildings	N/A	3	Tender dossier, new school buildings
Number of renovated school facilities	N/A	5	Tender dossier, renovated school facilities
Number of school complaints	N/A	4	Tender dossier, school annexes
Number of sport halls built	N/A	3	Tender dossier, sport halls
Number of outdoor sport space built	N/A	2	Tender dossier, space for sport
Supply of ICT cabinets	N/A	Every year	MED and school records
Supply of laboratories	N/A	Every year	MED and school records
Number of schools with supplied libraries	Not known	All schools	MED and school records
Supply of schools with equipment and provide sport space	N/A	Every year	MED and school records
Supply of schools with concretizing tools	N/A	Every year	MED and school records

Outcome 3.1: School facilities with modern and appropriate infrastructure in place												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 3.1.1:	Activity description 3.1.1: In order to provide sufficient school space in locations where existing facilities are obsolete or insufficient, MED of the Municipality of Suhareka, in cooperation with MEST will build 3 new school facilities in the 3 following locations: - LPSS "Dëshmorët e Kombit" in Vraniq. - LPSS "Besim Ndreca" in Maqiteva. - LPSS "V.P Shkodrani" in Leshan.	During 2019 LPSS "V.P Shkodrani" in Leshan is completed with funds of MEST. LPSS "Dëshmorët e Kombit" in Vraniq is planned with the MEST budget for 2019. During 2021 construction of LPSS "Besim Ndreca" in Maqitevë is planned under the municipal budget. During 2022 construction of LPSS "Dëshmorët e Kombit" in Vraniq is foreseen with MEST budget.	MED MEST	N/A	Municipal budget	200 thousand euros for construction of the school "Besim Ndreca" in Maqiteva.	-	-	200000	-	-	200000
Total budget per activity(euro):							-	-	200000	-	-	200000
Activity 3.1.2:	Activity description 3.1.2: Renovation of existing school facilities that need an intervention bigger than the regular annual maintenance.	During 2019 – 2022 renovation will take place in the following: - LPSS "17 shkurti" in Shiroka, - roof renovation, in 2019 - THS "Skender Luarasi" in Suhareka, roof renovation/replacement, in 2020	MED	N/A	Municipal budget	- LPSS "17 shkurti" 10 thousand euro. - THS "Skender Luarasi" 80 thousand euro. - Gymnasium	10000	230000	100000	40000	-	380000

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total
							2019	2020	2021	2022	2023	
	Schools to be renovated during this period are: - LPSS "17 shkurti" in Shiroka, roof renovation. - THS "Skender Luarasi" in Suhareka, roof renovation/replacement. - Gymnasium "Jeta e re" in Suhareka, roof renovation/replacement. - LPSS "Shkendija" in Suhareka, roof renovation/replacement. - LPSS "Flamuri i Arbrit" in Reshtan – insulation.	- Gymnasium "Jeta e re" in Suhareka, roof renovation/replacement in 2020. - LPSS "Shkendija" in Suhareka, roof renovation/replacement in 2021 - LPSS "Flamuri i Arbrit" in Reshtan, insulation in 2022.				"Jeta e re" 150 thousand euro. - LPSS "Shkendija" 100 thousand euro. - LPSS "Flamuri i Arbrit" 40 thousand euro.	10000	230000	100000	40000	-	380000
					Donors and/or Central institutions	N/A	-	-	-	-	-	-
Total budget per activity(euro):												
Activity 3.1.3:	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total
Construction of school annexes for laboratories and libraries	In some of the schools that do not have sufficient space, MED of the Municipality of Suhareka will invest in construction of school annexes in order to create space needed for laboratories, cabinets and libraries. The schools, the space of which will be extended	During the period 2020 – 2023 school annexes are built in the following schools: - Gymnasium "Jeta e Re" in 2020. - LPSS "7 Marsi" in 2021. - LPSS "Rilindja" in 2022. - LPSS "Drita" in 2023.	MED	N/A	Municipal budget	Gymnasium: "Jeta e Re" 250 thousand euro. - LPSS "7 Marsi" 400 thousand euro. - LPSS "Rilindja" 50 thousand euro.	-	250000	400000	50000	50000	750000

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total
							2019	2020	2021	2022	2023	
outdoor sport spaces in the following schools: - LPSS "Besim Ndreca" in Maqiteva, 20 thousand, in 2019 from the Directorate of Culture. - LPSS "Sadri Duhla" in the separate class in Sopaj neighborhood; 20 thousand, in 2020.							20000	200000	180000	180000	-	580000
							Total budget per activity(euro):					
Activity 3.1.5: Construction of appropriate infrastructure for students with special physical needs	Activity description 3.1.5: MED of the Municipality of Suhareka will invest in the construction of the infrastructure necessary and appropriate for students with social physical needs (such as slopes that enable the access of students in wheelchairs, appropriate toilets for these students etc.), so that all schools of the Municipality of Suhareka provide appropriate conditions and full access for students with special needs.	During 2019. Slopes built for: - Gymnasium "Jeta e re" in Suhareka and - LPSS "Deshmorete Kombit" in Vraniq.	MED	N/A	Municipal budget	2 slopes x 5 thousand euro	10000	-	-	-	-	10000
					Donors and/or Central institutions	N/A	-	-	-	-	-	-
							Total budget per activity(euro):					10000

Outcome 3.2: Schools are equipped with laboratories/cabinets, books, sport requisites and concretizing tools.												
Total budget per outcome(euro): 40000 680000 880000 270000 50000 1920000												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total
							2019	2020	2021	2022	2023	
Activity 3.2.1: Enable access to internet and supply of ICT cabinets with computers and other equipment	<p>Activity description 3.2.1: As needed and in order to fully operationalize ICT cabinets in all schools of the Municipality of Suhareka, MED will invest to ensure that all ICT cabinets have internet access.</p> <p>Also, schools that lack computers and other equipment for ICT cabinets (such as projectors, printers etc.), will be supplied with computers and other necessary</p>	<p>Every year during 2019 – 2023.</p> <p>MED allocates budget for ICT equipment for schools and their maintenance.</p>	MED	N/A	Municipal budget	40 thousand euros a year to supply schools with ICT equipment	40000	40000	40000	40000	40000	200000

Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total
							2019	2020	2021	2022	2023	
	equipment by MED, in order that ICT cabinets are fully functional and used by students.						40000	40000	40000	40000	40000	200000
Activity 3.2.2:	Activity description 3.2.2: Supply of laboratories with inventory and lab. equipment				Municipal budget	80 thousand euros a year school laboratory supplied with inventory and lab equipment.	80000	80000	80000	80000	80000	400000
		Every year during 2019 – 2023. MED allocates a budget to supply school laboratories and supplying science laboratories (physics, chemistry, biology etc.) in all schools of this municipality.	MED	N/A	Donors and/or Central institutions	N/A	-	-	-	-	-	-
	In all schools the space needed for											

		Total budget per activity(euro):					Budget by year in euro					
		80000	80000	80000	80000	80000	80000	80000	80000	80000	80000	400000
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total
	laboratories will be ensured, which will be supplied with the inventory and necessary laboratory equipment.											
Activity 3.2.3:	Activity description 3.2.3: Supply libraries with inventory and books	Annually 2019 – 2023. MED allocates a budget to supply school libraries with inventory and books. During this period 6 schools are supplied annually.	MED	N/A	Municipal budget	6 schools a year x 5 thousand euros.	30000	30000	30000	30000	30000	150000
					Donors and/or Central institutions	N/A	-	-	-	-	-	-

	<p>In all schools the space necessary for libraries will be ensured, which will be supplied with the appropriate inventory and school textbooks appropriate to the students level.</p> <p>The list of books and school textbooks that schools will be provided with will be prepared by MED, based on the school teachers' requests and suggestions for different fields and subjects.</p> <p>In schools that lack the librarian position, this role will be taken by the class's head-teacher for</p>											
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	his/her students.																		
		Total budget per activity(euro):											30000	30000	30000	30000	30000	30000	150000
		Budget by year in euro											2019	2020	2021	2022	2023	Total	
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total							
Activity 3.2.4:	Supply of schools with sport equipment and requisites				Municipal budget	10 thousand euro annually for the supply of schools with sport equipment and requisites.	10000	10000	10000	10000	10000	50000							
	Activity description 3.2.4: MED of the Municipality of Suhareka will invest in supplying all schools with necessary equipment and requisites for sport activities on an annual basis, so that teachers of physical culture have available all means, equipment and requisites necessary to implement the curricula of their subject and so that students can carry out as many sport and	Annually during 2019 – 2023. MED allocates a budget for supplying schools with equipment and sport requisites.	MED	N/A	Donors and/or central institutions	N/A	-	-	-	-	-	-							

Total budget per objective/area by the municipal budget (euro):	220000	860000	1060000	450000	230000	2820000
Total budget per objective/area from donors and/or central institutions (euro):	0	0	0	0	0	0
Total budget per objective/area from all sources of funding (euro):	220000	860000	1060000	450000	230000	2820000

AREA 4: SCHOOL ENVIRONMENT

OBJECTIVE 4: Friendly and safe school environment for all.

Objectively verifiable indicators to measure the achievement of Objective 4			
Indicator	Current situation 2018	Target 2023	Means of verification
Arrangement of school facility's exterior	N/A	Annually	School records
Number of schools painted per year	N/A	6 a year	Tender dossiers in MED
Schools that have internal space for free activities of students	N/A	All	Records in schools and space dedicated for free activities
Organization of extra-curricular activities	N/A	All schools	School reports in MED
Number of psychologists and pedagogues in USS	1	4	Competitions and contracts with the employed staff
Number of schools using student uniforms	N/A	All schools	School reports to MED
Number of school yards fenced	N/A	4	Tender dossiers, school fences
Number of schools where there is camera surveillance	N/A	10	Tender dossiers, security cameras places
Number of schools nearby which the speed bumps are marked and placed	N/A	17	Tender dossiers
Number of awareness campaigns on negative occurrences to students	N/A	1 a year	Evidence of campaigns, information materials etc.

Outcome 4.1: Schools have appropriate, attractive and friendly space and settings for students.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 4.1.1: Repair the exterior of the school facilities	Activity description 4.1.1: All schools of the Municipality of Suhareka, based on their and MED's affordability, will arrange the schools' outdoor spaces so that they are attractive and appropriate for students and that contribute to the school image. MED of the Municipality of Suhareka will allocate a budget for schools to arrange the corners for toys, lightning, walking paths, outdoor seats, purchase of seedlings and	Annually 2019 – 2023. MED allocates a budget for arrangement of exterior of school facilities.	MED	N/A	Municipal budget	15 thousand euros a year to exterior of school facilities.	15000	15000	15000	15000	15000	75000
					Donors and/or central institutions	N/A	-	-	-	-	-	-

	classrooms, corridors, toilets etc.																		
Total budget per activity(euro):																			
-																			
Total budget per outcome(euro):																			
45000																			
45000																			
45000																			
45000																			
45000																			
225000																			

Outcome 4.2: Schools carry out different activities that contribute to the establishment of a warm and friendly climate and environment for students.																		
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					Total						
							2019	2020	2021	2022	2023							
Activity 4.2.1: Prepare teachers for friendly communication and relationship with students	Activity description 4.2.1: MED of the Municipality of Suhareka, in cooperation with donors and specialized organizations, will train and inform teachers, in the form of informative meetings or trainings, on communication and friendly approach with students, in order that the communication and relationship between teachers and students is as appropriate and motivating for	Every school year, starting from the school year 2018-2019.	MED Schools	N/A	Municipal budget	N/A	-	-	-	-	-	-						
					Donors and/or central institutions	N/A	-	-	-	-	-	-						

students as possible.																		
Total budget per activity(euro):																		
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total						
Activity 4.2.2: Organize common educational, social and recreational extra-curricular activities	Activity description 4.2.2: In order to create a friendly and motivating environment and atmosphere for students, schools will organize different extra-curricular educational, social and recreational activities or students, where teachers and students will be involved, including parents and the community. These activities include (but are not limited to) organizing reading hours, open discussions for movies and books, informal discussions on	Every school year, starting from the school year 2018-2019.	Schools	MED	Municipal budget	N/A	-	-	-	-	-	-						
					Donors and/or central institutions	N/A	-	-	-	-	-	-						

	<p>high schools, namely one psychologist for the gymnasium "Jeta e Re" and one psychologist for SS "Abdyl Ramaj". It will also employ a pedagogue for the gymnasium "Jeta e Re" (one pedagogue is already employed in THS "Skender Luarasi"), given that high school students are at a sensitive adolescent age and school psychologists and pedagogies can help them in facing challenges and issues they have, by treating the individual cases of students based on the specifics and by providing psychological counseling and career guidance, through the organization of group meetings with students, and by providing recommendations to teachers on</p>							
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Outcome 4.3: Factors and cause of endangering student life, health and well-being avoided.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 4.3.1: Use of school uniforms by school students	Activity description 4.3.1: MED of the Municipality of Suhareka will require from all schools to provide and ensure that students wear school uniforms, in order that students would be easily identified and that only students can have access to the indoor school premises. MED being unable to cover the financial cost of the students uniforms, the cost of the latter will be covered by parents.	At the beginning of each school year during 2019 – 2023. Students get school uniforms supported by parents.	Schools SSCs Parent Councils	MED	Municipal budget	N/A	-	-	-	-	-	
						Around 12 thousand students x 20 euros uniforms supported by parents.	240000	240000	240000	240000	240000	1200000
Total budget per activity(euro):							240000	240000	240000	240000	240000	1200000
Activity							Budget by year in euro					

	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total	
Activity 4.3.2: Fencing school yards and placing surveillance cameras in schools	<p>Activity description 4.3.2: In order to create a safe environment in schools, MED of the Municipality of Suhareka will invest in fencing yards of several school, the yard of which do not have fences or have damaged ones. The schools are in the following:</p> <ul style="list-style-type: none"> - LPSS "Naum Veqilharxhi" in Vershec. - LPSS "Sadri Duhla" in Duhel. - LPSS "Flamuri i Arberit" në Reshtan. - LPSS "Deshmoret e Kombit" in Popolan. <p>In addition, MED of the Municipality of Suhareka will invest in</p>	<p>During 2020 surveillance will be provided in the schools that need it.</p> <p>During the period 2022 – 2023 fencing of the following schools will be ensured:</p> <ul style="list-style-type: none"> - LPSS "Naum Veqilharxhi" in 2022. - LPSS "Sadri Duhla" in 2022. - LPSS "Flamuri i Arberit" in 2023. - LPSS "Deshmoret e Kombit" in 2023. 	MED	N/A	Municipal budget	20 thousand Euros to place surveillance cameras I schools. 4 schools x 10 thousand Euros yard fences.	-	20000	-	-	20000	-	60000

Activity 4.3.3: Marking and placing speed bumps close to schools	Activity description 4.3.3: MED of the Municipality of Suhareka, in cooperation with communication inspectors and Kosovo Police will place traffic signs and speed bumps near the schools that have heavy traffic which endangers students life. Marking and placement of speed bumps will be done near the following schools: - LPSS "Destan Bajraktari" in Suhareka, - LPSS "7 Marsi" in Suhareka, - LPSS "Shkendija" in Suhareka, - LPSS "Kongresi i Manastirit" in Studenqan, - LPSS "Hasan Prishtina" in Semetisht,	During 2021 - 2022 speed bumps are marked and places near schools in need.	Public Service Directorate	MED	Municipal budget	15 thousand Euros annually to mark and place speed bumps near school.	-	-	15000	15000	-	30000
					Donors and/or Central institutions	N/A	-	-	-	-	-	-

Inspection of businesses/cafes near schools and close of the ones that operate near schools without permits	Activity description 4.3.4: MED of the Municipality of Suhareka, through the Municipal Inspection and in accordance with the decision of the Municipal Assembly of the Municipality of Suhareka, will close all cafes that operate near schools and that do not have respective permit to exercise their activity. While, as far as cafes that operate near schools, however that have the permits to exercise their activity, MED of the Municipality of Suhareka, through the Municipal Inspection, will require from these cafes not to sell	Regularly during 2019 – 2023. On need basis, based on the requests of schools and MED, the inspection pays visits and takes the necessary measures.	Inspection Directorate	Schools	Municipal budget	Donors and/or Central institutions	N/A	-	-	-	-	-
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	<p>campaigns in schools against risks, harms and consequences of the involvement of students in negative occurrences, such as smoking, drinking and drug abuse.</p> <p>These campaigns will be organized in the form of lectures with students, by placing informative posters in schools, distributing leaflets etc.</p> <p>These campaigns will be intensive in upper secondary schools, however they will be conducted in lower secondary schools too.</p>															
Total budget per activity(euro):											1000	1000	1000	1000	1000	5000

Total budget per outcome(euro):							241000	261000	256000	276000	261000	1295000
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Total budget per objective/area by the municipal budget (euro):	66160	86160	81160	101160	86160	420800
Total budget per objective/area from donors and/or central institutions (euro):	240000	240000	240000	240000	240000	1200000
Total budget per objective/area from all sources of funding (euro):	306160	326160	321160	341160	326160	1620800

AREA 5: PRE-SCHOOL EDUCATION

OBJECTIVE 5: Improved inclusion in pre-school education in the Municipality of Suhareka.

Objectively verifiable indicators to measure the achievement of Objective 5				
Indicator	Current situation 2018	Target 2023	Means of verification	
Number of new public kindergartens	1	4	Tender dossier; new kindergarten facilities	
Number of children involved in pre-school education	61	Around 200	Lists of children attending pre-school education	
Number of information campaigns for parents on the enrollment of children in kindergarten	N/A	1 per year	Evidence of campaigns, meetings, information materials etc.	
Number of children involved in pre-school grade	Not known	100%	Records of schools submitted to MED	

Outcome 5.1: Inclusion of children aged 0 – 5 years in pre-school education, in public kindergartens achieved.													
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro						
							2019	2020	2021	2022	2023	Total	
Activity 5.1.1: Situation analysis for the identification of bigger needs for kindergartens	Activity description 5.1.1: MED in cooperation with the community will identify locations/residential areas where there is a need and request to have kindergartens.	Every year during 2019 – 2023.	MED	N/A	Municipal budget	N/A	-	-	-	-	-	-	
Total budget per activity(euro):							-	-	-	-	-	-	
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro						
							2019	2020	2021	2022	2023	Total	
Activity 5.1.2: Renovation of existing spaces	Activity description 5.1.2: MED will renovate the facility of the existing kindergarten, so that there can be created more appropriate spaces for pre-school children.	During 2019. The existing kindergarten in Suhareka is renovated.	MED	N/A	Municipal budget	80 thousand euros renovation of the kindergarten.	80000	-	-	-	-	80000	
Total budget per activity(euro):							80000	-	-	-	-	-	80000
Activity							Budget by year in euro						

	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	2019	2020	2021	2022	2023	Total
Activity 5.1.3: Building of new public kindergartens	<p>Activity description 5.1.3: MED Municipality of Suhareka will build several new public kindergartens in Suhareka, in accordance with the eight-year Municipal Development Plan of the Municipality of Suhareka.</p> <p>Upon being constructed, these kindergartens will be equipped with all necessary learning tools. To construct these kindergartens, MED Municipality of Suhareka will follow all the necessary procedures, such as:</p> <ul style="list-style-type: none"> - identifying appropriate locations under the municipal ownership in order to build kindergartens; - drafting construction projects; - following the tender procedures; 	<p>During the period 2019 – 2023, according to the eight-year Municipal Development Plan of the Municipality of Suhareka, the construction of the following kindergartens is foreseen:</p> <ul style="list-style-type: none"> - Samadraxhe. - Fidanishte neighborhood in Suhareka. - “Pojata” neighborhood in Suhareka. - close to “Shkendija” school in Suhareka. 	<p>Municipality of Suhareka</p> <p>MED</p>	<p>N/A</p>	<p>Municipal budget</p> <p>Donors and/or Central institutions</p>	<p>Budget is foreseen in the eight year Municipal Development Plan of the Municipality of Suhareka.</p> <p>N/A</p>	-	-	-	-	-	-

Total budget per activity (euro):	500	500	500	500	500	500	2500
Total budget per outcome (euro):	80500	500	500	500	500	500	82500

Outcome 5.2: Inclusion of children aged 5 – 6 years in pre-school class in primary school achieved.												
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 5.2.1:	Activity description 5.2.1: MED in cooperation with schools and the community will identify the accurate number of children attending the pre-school category of children	Every year during 2019 – 2023.	MED Schools Kindergartens	N/A	Municipal budget	N/A	-	-	-	-	-	-
Total budget per activity(euro):							-	-	-	-	-	-
Activity	Activity description	Implementation period and activity operationalization	Responsible institution for implementation	Institution/ Supporting organization	Source of funding	Cost description	Budget by year in euro					
							2019	2020	2021	2022	2023	Total
Activity 5.2.2:	Activity description 5.2.2: MED in cooperation with the schools that need to have new pre-school parallels will analyze the possibilities for these parallels to be opened with	January – August 2019. A parallel is created for pre-school grade in LPSS “Ismet Jashari” in Javor and LPSS “Rilindja” in Neperbisht and in both schools one educator for each hi employed.	MED Schools	N/A	Municipal budget	2 educators x 475 euros monthly pay.	3800	11400	11400	11400	11400	49400

Total budget per activity(euro):	5000	-	-	-	-	5000
Total budget per outcome(euro):	8800	11400	11400	11400	11400	54400

Total budget per objective /area by the municipal budget (euro):	89300	11900	11900	11900	11900	136900
Total budget per objective /area by donors and /or central institutions (euro):	0	0	0	0	0	0
Total budget per objective /area from all sources of funding (euro):	89300	11900	11900	11900	11900	136900

