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America University in Kosovo
In partnership with
Rochester Institute of Technology
Center for Multidisciplinary Studies
Master of Science Degree in Professional Studies

Capstone Project

Kosovo Government Buildings
A Future Out of City Center Location
2015 - 2025

Anjeza ALAJ

February, 2012

Submit as a Capstone Project in partial fulfillment of a Master of Science Degree in Professional Studies
at the RIT Center for Multidisciplinary Studies

Contents

Acronyms	5
Acknowledgement	7
Executive Summary.....	8
Chapter 1 Government Office Accommodation 2012	10
1.1. Description of Current Situation of Government Accommodation	10
1.2 Government Building	11
1.3 “Rilindja” Tower	11
1.4 “Germia”	11
1.5 Toskana	12
1.6 Kosovo's Museum	12
1.7 Students Center	13
1.8 Conclusion.....	18
Chapter 2: Government Structure, International Perspective.....	19
2.1 Albania	20
2.2 Republic of Macedonia	21
2.3 Croatia.....	22
2.4 Slovenia.....	23
2.5 Austria	24
2.6 Switzerland.....	25
2.7 United States of America	26
2.8 Researchers Samples.....	27
Chapter 3: Vertical Hierarchy of Government	28
3.1 Conception of Buildings	28
3.2 Organizational Structure	28
3.3 Government Institutions.....	33
Chapter 4: Planning Purposes and Specific Indicators.....	35
4.1 Design Excellence.....	35
4.2 Flexibility and Growth	36
4.3 Site Location.....	36
4.4 Architecture and Urban Structure	37

4.5	Specific Indicators of Infrastructure and Space:	37
4.6	Indicators of Technical and Ecological Conditions:	37
4.7	Indicators of Economics:	38
4.8	Indicators of Cultural Conditions	38
Chapter 5: Proposed of Complex Structure, Calculation of Space Requirements.....		41
5.1	Volume of Buildings for Government Institutions	42
5.2	Volume of Supported Buildings	42
5.3	Official Parking Area.....	43
5.4	Technical Requirements for Site	43
5.5	Analysis of Areas and Volumes in the Location Model (space_Requirements).....	44
Chapter 6 : Calculation of Approximate Project Costs, Finance and Project Management.....		51
6.1	The Idea and the Propose Manner in which this Project will be Finance.....	51
6.2	Investment from Kosovo Consolidated Budget	52
6.3	Investment from Concession	54
6.4	Investment from Grant	55
6.5	Concept of Investment Program.....	56
6.6	Scenarios	57
6.7	Risk minimization process.....	58
6.9	Important Points How to Manage Project.....	59
Chapter 7: Final discussion and Recommendations		60
7.1	Final Discussion	60
7.2	Relation Between Ministry of Public Administration - DEBM and Capstone Project.....	61
7.3	Recommendations	62
8.	List of References.....	64

List of Tables and Figures

Table 1 Assume of Capital investment for three incoming years and assume investment for government buildings – MFE.....	6
Table 2 Comparison between the three possible scenarios for the realization of government complex.....	7
Table 3.1 Number of ministries and employees.....	30
Table 3.2 Number of Government Institutions and employees.....	31
Table 5.1 Data from guidelines for needed area for administrative buildings.....	38
Table 5.2 Necessary surface for government complex - calculated based on some architecture guideline.....	39
Table 6.1 Kosovo budget in years – MEF.....	49
Table 6.2 Kosovo budget in years – MEF.....	50
Table 6.3 Assume of Capital investments for three incoming years and assume investment for government buildings	51
Table 6.4 Estimate of investment for design of Government complex of buildings	53
Table 6.5 Estimate of investment for construction of Government complex of buildings.....	53
Table 6.6 Comparison between the three possible scenarios for the realization of government complex.....	54

Figure 1 Government buildings, Capital Investment 2003-2012.....	5
Figure 1.1 Government Building.....	8
Figure 1.2 “Rilindja” Tower.....	8
Figure 1.3 “Germia” Building.....	8
Figure 1.4 Toskana.....	9
Figure 1.5 Kosovo’s Museum.....	9
Figure 1.6 Students Center.....	10
Figure 1.7 Map of Prishtina where government institutions are located.....	11
Figure 2.1 Actually functional organizative scheme of USA government.....	24
Figure 4.1 View of site location where is proposed to build the government complex.....	34
Figure 5.1 Map of potential location for government complex in context of the city.....	42
Figure 5.2 Destination of surface for potential site for government complex.....	43
Figure 5.3 Close settlements and destination of the surface around proposed location.....	44
Figure 5.4 Road network and scheme of operation in relation with planned roads in complex.....	45
Figure 5.5 Proposal scheme for government complex.....	46
Figure 5.6 Proposal view for government complex.....	47
Figure 6.1 How the Kosovo budget had increased in years.....	49
Figure 6.2 Linear form as the Kosovo budget was increased in the years.....	50
Figure 6.3 Linear form for the capital investment from Kosovo budget and investment for Government buildings (in € Million)- MEF-FD.....	51

Acronyms

CAA	Civil Aviation Agency
CEC	Central Election Commission
DEBM	Department of Engineering and Buildings Management
ER	The Energy Regulator
EULEX	European Union Rule of Law Mission in Kosovo
FD	Finance Department
GA	General Auditor
IMC	Independent Media Commission
KC	Kosovo Customs
KCA	Kosovo Cadastral Agency
KEK	Kosovo Energy Corporation
KIPA	Kosovo Institute for Public Administration
KPI	Kosovo Police Inspectorate
KTA	Kosovo Tax Administration
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MCYS	Ministry of Culture, Youth and Sports
MED	Ministry of Economic Development
MESP	Ministry of Environment and Spatial Planning
MEST	Ministry of Education, Science and Technology
MFA	Ministry of Forin Affair
MFE	Ministry of Finance and Economy
MH	Ministry of Health
MI	Ministry of Infrastructure
MIA	Ministry of Internal Affairs
MJ	Ministry of Justice

MLSW	Ministry of Labour and Social Welfare
MPA	Ministry of Public Administration
MTI	Ministry of Trade and Industry
OP	Ombudsman
PPA	Public Procurement Agency
PPRC	Public Procurement Regulatory Commission
PRB	Procurement Review Body
SOK	Statistical Office of Kosovo

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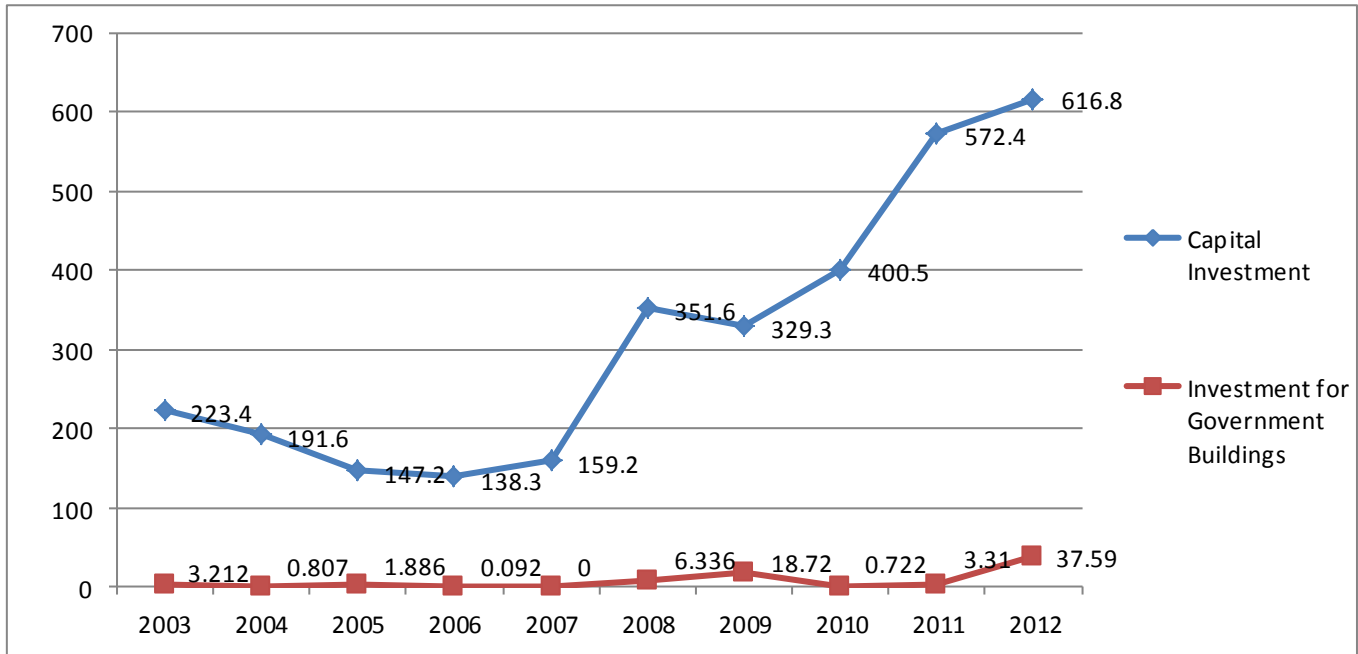
Most especially to my family and friends, words alone cannot express what I owe them for their encouragement and whose patient love enabled me to complete this capstone project. A special thanks to my two sisters for their support throughout my studies.

And especially to God, who made all things possible!

Executive Summary

Based on Kosovo's Government budget, over the past ten years an average rate of 2.30 % of total capital investment went to the maintenance and renovation of government office buildings (see figure below). At this rate for the period of 2015-2025, approximately €144 Million will be budgeted for Government buildings. This capstone project has assessed long term tentative plans to accommodate government institutions. In a new site and out of city center location it considered the future planning for permanent accommodation of civil servants out of the city center. The total cost for this new site is estimated to be projected €103 Million. The new site will achieve better functioning of government institutions and will provide the best facilities for the twenty-first century.

Fig 1. Government buildings, Capital Investment 2003-2012



Implementation of recommendations in this report, for the building of a governmental Complex outside of the city will provide not only more attractive options for modern government accommodation but will also significantly will reduce investment cost. The three years preceding the ten years period 2015-2025 have already received a detailed government forecast. It showed that for 2013-2015 at least **€43 Million** of capital investment will go to the Government buildings.

Table. 1 Assume of Capital investment for three incoming years and assume investment for government buildings - MFE

Years	2013	2014	2015
Planned Kosovo Budget	€ 1,555 Billion	€ 1,599 Billion	€ 1,650 Billion
Planned Capital investment	€ 620 Million	€ 625 Million	€ 633 Million
Planned to invest ~ 2.30% from capital budget	€ 14.2 Million	€ 14.4 Million	€ 14.5 Million

Table 1 details the Government's forecast for government buildings investment for 2013-2015.

This capstone project considered three scenarios for the out of city center site. The total cost of each scenarios (best, optimal, and least) is shown in table 2. The best scenario for construction the proposed complex out of city center cost **€103 Million**. The routine Government building investments for 2013-2015 will provide 40% of the total cost of the best optional scenario.

Table. 2 The three possible out of city center scenarios

	Scenarios	m ²	Value
1	Best scenario	216 963	€ 103.0 Million
2	optimal scenario	216 963	€ 67.0 Million
3	Least scenario	145 213	€ 50.0 Million

The five main recommendations in this capstone project are as follows:

1. To collect all the government institution in one place. This will improve the collaboration between institutions, saving time and decreasing the logistic expenditure. This solution will directly affect the success of institutions and the result will be visible sooner.
2. Government should make major cost savings by selecting an out of city center location for a new government complex. For the period 2015-2025 the potential capital savings could be from € 40 to 93 Million. The new out of city center site will provide superior working space and will fulfill needs of employees based on EU standards.
3. The architecture of current situation of center of Pristine is more than chaos. It was sooner built than planned. It is very hard, and maybe impossible to make a good solution in the center of City. As a result it might be a good opportunity to develop a new site of Prishtinë outside of the city.
4. Returning social buildings to the original owners means the returning the identity and values of the center of the city and also developing commercial growth in down town area like it was planned when was built in 1970 - 1980.

Chapter 1 Government Office Accommodation 2012

In a post-conflict situation such as the country of Kosovo, the functioning of institutions, respecting the hierarchy, respecting the fundamental principles based on human rights, rule of law, democracy, and ethnic relations are essential factors. Functioning of institutions, rule of law and respecting the fundamental rights are at the heart of the political criteria for advancement towards EU accession and a key condition for political, economic, and social development.

The majority of Kosovo's Government buildings are not owned by the Government and in most cases working conditions in the Government offices do not conform to European Standards. Four years, since Kosovo became independent State, is enough time to consider various strategies and long term plans for suitable buildings in Kosovo's Capital city Prishtine and for the Government Ministries to effectively operate.

1.1. Description of Current Situation of Government Accommodation

Before some considerable time, the government has been in process of treating the problem of accommodation. Many different political reasons up to today and still there is no respected serious solution.

Institutions of Kosovo's Government are accommodated in different social buildings scattered around the whole of Prishtine. The government is using and adapting these building without any obligation paid to the real owners of these buildings. By taking use of these social buildings on the one hand the Government has not achieved a good solution to accommodate the institutions. On the other hand, has we have afflicted great harm to the real owners of these buildings.

These social buildings have been planned for different reasons; as a commercial building, student's center, banks, media, etc. Even after many investments, from time to time for renovation and adaption of these buildings, the Government has not reached to create administrative spaces (offices, archive, etc) with necessary conditions for: natural light, ventilation and, enough spaces. [1]

To illustrate this problem, below can be finding a description of a short history of five interesting important Government's buildings:

Figure. 1.1 Government Building



this building was renovated and adapted as an administrative building. Currently this building is accommodating: the office of the Prime Minister, part of the Ministry of Foreign Affairs, part of the Ministry of Economy and Finance, Ministry of European Integration and other offices within the current institutions.

1.2 Government Building

This building was built in the end of 1970, in the center of Pristina, in the square "Mother Theresa". It was intended to be a bank. During the first part of 1999, this building was bombed. In the period during 2005 and 2006,

Figure. 1.2 "Rilindja" Tower



leading Kosovo at that time. In 2009 it was renovated for the Government of Kosovo and currently there are accommodated 4 ministries with about 750 ministry employees.

1.3 "Rilindja" Tower

Rilindaja - Was built by the years 1972-1978, in the center of Pristina, in the middle of the roads "Tirana" and "Costa Novakoviq". It was used by media and was called "Palace of the Media." In the year 2004 it was taken in use from management of institutions which was

Figure 1.3 "Germia" Building



Kosovo at that time. In 2002, this building was renovated and adapted as an administrative building. Currently in this building the following are accommodated: Ministry of

1.4 "Germia"

This building was built in 1972, in the center of Pristina, in the square "Mother Theresa". It was designated as "Commercial Center" which did function as such until 1999. In 2001 it was taken in use by the institutions which were leading

Infrastructure, part of the Tax Administration of Kosovo, part of the Ministry of Internal Affairs, and other different offices in function within the Government of Kosovo.

Figure. 1.4 Toskana



1.5 Toskana

Toskana is considered to be one of the oldest buildings in the center of Prishtina, square "Mother Theresa". It was designed and intended as a hotel and then it was taken in use by the directorate of KEK, as an administrative building. KEK used it

until 2008 when the building was taken partly by the Government of Kosovo than it was renovated in the same year and now there is accommodated the Ministry of Economic Development.

Figure. 1.5 Kosovo's Museum



1.6 Kosovo's Museum

There are two very old buildings that were once the museum, in Prishtina, in the road "Nazim Gafurri". In early 2000-t was taken into use by the institutions which were leading Kosovo at that time. These two buildings have been

renovated and turned into administration offices. Until 2010 in these two facilities has been established Ministry of Environment and Physical Planning and now there are accommodated the anti-corruption agency and part of the Ministries of Labor and Social Welfare.

Figure. 1.6 Students Center



1.7 Students Center

This building was built around 80-years ago in Pristina, on the road "Muharrem Fejza" next to the Technical Faculty and it was dedicated for students. It functioned as such until 1992. In 2008 it was taken in use by the Government of Kosovo, then it was

renovated and adopted as an administrative building and currently the Ministry of Commerce and Industry is being accommodated there.

All this chaos of actual Government's institutions accommodation will be resolved with the construction of a new "Government Buildings Complex". In this new complex where each building will be designed according to the demands and needs of respective institutions. [2]

This means that all institutions will be in one place, which will affect the better functioning; faster execution of services; reduce costs; offer the possibility for security to be in high level; easier maintenance of buildings; creation of adequate conditions for all kind of work even for those sensitive. The large number of daily requests and complaints that come to the Department of Engineering & Buildings Management (DEBM) makes very understandable why implementation of this project for constructing "Government Complex" will directly impact the success and achievements of Government administration.[3]

Figure 1.7 Map of Prishtina where government institutions are located



1.1 Socially - owned Buildings

No.	BUILDINGS	INSTITUTIONS	TOTAL FLOOR AREA m ²	JOINT SPACE m ²	OFFICE FLOOR AREA m ²	PATHS FLOOR AREA m ²	GREEN AREA m ²	No. of PARKING AREAS
1	Bankkos	Primeminister Office Part from Ministry of Economy and Finance Part from Ministry of Forin Affaires Ministry of Integration	21,069.00	9,506.16	4,968.84	2,305.00	2,305.00	55
2	Gërmia	Ministry of Infrastructure Part from Ministry of Internal Affairs Part from Ministry of Forin Affaires Kosovo Tax Administration Kosova Institute for Public Administration Independent Comision of Supervising Agency of Public Procurement	14,867.52	3,519.17	4,872.88	5,606.99	868.48	64
3	Rilindja (Kulla)	Ministry of Public Administration Ministry of Justic Ministry of Local Government Ministry of Environment and Spatial Planning UN-Habitati	29,595.90	9,990.19	9,130.71	2,570.00	7,905.00	119
4	Spitali I Mushkerive	Ministry of Health	6,285.16	1,393.26	1,462.30	2,759.60	670.00	55
5	Ish Muzeu	Agency of Anti Corruption Part from Ministry of Labour and Social Welfare	2,074.12	461.61	632.61	550.00	445.00	0
6	Stacioni I Autobusëve	Part from Ministry of Infrastructure	1,596.12	453.32	360.58	782.22	0.00	0
7	Gjykata	Statistical Office of kosovo	2,100.55	704.15	1,046.40	0.00	350.00	3
8	Depo Gracanice	Storage	3,544.34	1,443.24	77.10	2,024.00	0.00	0
9	Administrata Pensional e Kosovës	Ministry of Labour and Social Welfare	1,619.79	675.93	943.86	599.78	0.00	10
10	Kosovarja	Part from Ministry of Internal Affair	929.08	153.3	353.78	286.00	136.00	16
11	Urata	Police Inspectorate of Kososva	4,521.70	242.00	586.10	1,403.50	2,290.10	25.00
12	Ndërtesa e Qendrore e Administratës HK	Ministry e Community and Return	3,319.88	480.03	1,130.91	1,049.35	659.59	24
13	Ndërtesa e Ndihmese e Administratës e HK	Kosovo's intellegence Agency	905.14	161.05	269.18	108.16	366.75	0
14	Menza e Studentëve	Ministry of Trade and Industry	5,580.07	928.41	1,046.16	1,481.00	2,124.50	20
15	Drejtoria e Miniserave të Kishnicës	Institution for Procurement Review	259.69	74.35	185.34	0.00	0.00	0
16	Auto Moto Drustvo	Ministry of the Kosovo Security Force	13,203.47	667.29	1,673.90	3,908.40	4,972.16	36
17	Toskana	Ministry of Economy Development	1,416.80	360.65	1,056.15	0.00	0.00	0
18	ish-Banka e Lubjanës	State Prosecutor, The County Prosecutore, Municipal Prosecutor dhe EULEX Prosecutor Judicial Council, Central Election	8,953.82	2,348.20	5,846.81	752.21	6.6	8
19	Media Building	Central Repository of Drugs	2,120.50	2,073.75	46.75	0	0	0
Total m²			123,962.65	35,636.06	35,690.36	26,186.21	23,099.18	435.00

1.2 Government owned Buildings

No	BUILDINGS	INSTITUTIONS	TOTAL FLOOR AREA m ²	JOINT SPACE m ²	OFFICE FLOOR AREA m ²	PATHS FLOOR AREA m ²	GREEN AREA m ²	No. of PARKING AREAS
1	Partite Politike	Ministry of Culture, Youth and Sports Ministry of Agriculture, Forestry and Rural Development Ministry of Diaspora	6,911.22	1,683.99	2,565.07	2,386.86	275.30	38
2	Hydrometeorological Institute - new building	Hydrometeorological Institute - new building	6,401.23	143.78	394.52	353.16	5,509.77	3
3	Hydrometeorological Institute - old building	Hydrometeorological Institute - old building	138.37	21.88	116.49	0.00	0.00	0
4	Water Department (Iber Lepenci)	Water Department	197.40	33.6	163.80	0.00	0.00	0
5	Inspectorate of Tax Administration	Inspectorate of Tax Administration	153.32	55.02	98.30	0.00	0.00	0
6	Kosovo Forest Agency	Kosovo Forest Agency	724.06	130.3	153.47	266.96	173.33	3
7	Drejtoria e Rrugëve	Part from Ministry of Infrastructure	901.28	196.16	278.38	364.74	62.00	12
8	Kosovo Agency for Medicinal Products	Kosovo Agency for Medicinal Products	5,637.87	1,121.72	325.75	3,228.42	894.67	27
9	Qafa I - MPMS	Part from Ministry of Labour and Social Welfare	454.31	178.12	276.19	0.00	0.00	0
10	Qafa II - MKRS	Ministry of Culture, Youth and Sports	401.97	201.87	200.1	0.00	0.00	0
11	Dep. I Menaxhimit të Emergjencave	Department of Emergency Management	427.66	57.84	74.82	168.40	126.60	0
12	Ministria e Arsimit Shkencës dhe Teknologjisë	Part from Ministry of Education, Science and Technology	2,183.19	65.37	454.62	551.80	1,111.40	22
13	Tax Administration of Kosovo	Tax Administration of Kosovo	3,518.16	1,096.07	1,205.25	871.12	345.72	13
14	Archives of kosova	Archives of kosova Kosovo Cadastral Agency Institute of history of kosova Cinematheque of RTK	12,202.38	3,843.27	1,044.06	1,596.49	5,718.56	12
15	Food and Veterinary Agency	buildings)	17,112.47	2,251.22	1,200.71	6,637.30	7,285.50	53.00
16	Gjykata Kushtetuese e Kosovës	Constitutional Court	2,030.84	413.8	369.61	953.85	343.08	19
17	Central Laboratory of Metrology	building)	1,409.92	627.92	173.38	608.62	67.63	
18	Ish - Klinika e UNMIK	Part from Ministry of Internal Affairs	667.22	112.60	157.05	105.55	292.02	0
19	Ministry of Education, Science and Technology	Ministry of Education, Science and Technology - (new building)	12,200.29	3,689.26	1,904.77	856.61	367.12	0
20	Kosovar Agency of Intelligence	Kosovar Agency of Intelligence	2,406.50	894.60	805.74	675.44	30.72	0
21	Academy of Sciences and Arts	Academy of Sciences and Arts - (new	7,215.98	5,152.33	1,205.09	307.12	601.00	0
22	Ministry of Internal Affairs	Ministry of Internal Affairs - (new building)	9,320.11	2,027.63	1,848.83	5,091.26	352.39	20
Total m²			92,615.75	23,998.35	15,016.00	25,023.70	23,556.81	222.00
Total = > m² + m²			216,578.40	59,634.41	50,706.36	51,209.91	46,655.99	657.00

Table 1.3 Private Buildings - Rented from Government - DEBM

No.	Buildings	Institutions	Total Floor Area m ²	No. of Civil Servants
1	Private Building (house)	Civil Aviation Agency	750.00	22
2	Private Building (house)	Ministry of Economic Development - office of PATEL	300.00	7
3	Private Building (house)	OMBUDSMAN	1,028.00	42
4	Private Building (house)	The Energy Regulator	800.00	27
5	Private Building (house)	Independent Media Commission	500.00	32
6	Private Building (house)	Kosovo Customs	5,500.00	290
7	Private Building (house)	Ministry of Justice	2,793.50	110
8	Private Building (house)	Kosovo Tax Administration	1,173.00	66
9	Private Building (house)	General Auditor	1,450.00	100

Total	14,294.50	696
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Table 1.4 Makeshift Office

Buildings	Institutions	Total Floor Area m ²	No. of Civil Servants
Temporary Buildings	Different institutions	4,018.80	250

Table 1.5 Ratio Between the Surfaces of Buildings Used By the Government

No.	Buildings	Total Floor Area m ²	Area %
1	Governments Buildings	92,615.75	39.42
2	Socially Buildings	123,962.65	52.77
3	Private Buildings	14,294.50	6.08
4	Temporary Buildings	4,018.80	1.71
	Total:	234,891.70	100

1.8 Conclusion

On the basis of data that were collected and the explanation of this data's from planning sector we can conclude that:

- a. Almost all the buildings managed by the Ministry of Public Administration did not meet the standards for the accommodation, space 10-14m²/civil servant for individual offices. Exclusion from this makes part of the Rilindja Tower, Government Building and MCR.
- b. Also, all buildings of ministries lack the archive sites, halls for meetings, parking area and infrastructure (currently Ministry of Health and the Kosovo Police Inspectorate meet conditions regarding parking).
- c. No one from Governmental buildings has suitable space that meets the requirements for maintaining documentation - archives free of moisture and light standards
- d. According to data collected, it is clear in terms of providing space for work to fulfill the needs of ministries there is still much to be done in order to meet standards for accommodation.
- e. Because the ministries are located in buildings which are not specially constructed for work of ministries and their placement in buildings are scattered it affects directly the difficulties in the administrative work of ministries.

Construction of new facilities provides for long-term settled accommodation of ministries and other bodies of Government of Kosovo.

Chapter 2: Government Structure, International Perspective

As we know, Kosova is a new state and during the formation of its own institutions government can testify to a dozen changes. This will continue to happen until Kosova has a political and economic stability.

Basically, Kosovo needs major factors affecting to make one long term plan where the Government will be accommodated:

Number of government institutions

- Nature and function of these institutions
- Way of corporation between governmental institutions
- Total number of civil and political servant
- Other specific requirements depending on different institutions
- Needs for others accompanying buildings except these administrative

For planning a complex of government's buildings the DEBM we will need detailed information, which we do not have at the current moment and would probably not have it for a long period of time.

To continue with our planning process for Government complex of buildings this project gathers some information on how the governments of the regional countries function. Than one country is considered from the European Union. There is Switzerland because it is a good example for its stability and it is very specific and very important example. As example was treated even the organization structure of United States of America.

2.1 Albania



Population 3,364,571 (june1999)

95% Albanian, 3% Greek and 2% various

Rate Of Population Increase 1.05% (1999)

Capital City Tirana (since 1920)

Albania covers a surface of 28.748 km²



- In Albania there are 14 different ministries, below we can see the type of them:

Ministry of the Interior; Ministry of Defense; Ministry of European Integration; Ministry of Finance; Ministry of Economy, Trade and Energy; Ministry of Justice; Ministry of Public Works, Transportation; Ministry of Education and Science; Ministry of Labor, Social Affairs and Equal; Ministry of Health; Ministry of Agriculture, Food and Consumer Affairs; Ministry of Culture, Tourism, Youth and Sports; Ministry of the Environment, Forestall and Water Management; Ministry for Innovation and Information and Communication Technology.

- Number of employees in some ministries of Albanian government:
 1. Ministry of Foreign Affairs – employees 143 persons.
 2. Ministry of European Integration – employees 72 people.
 3. Ministry of Defense - provides no data on the number of employees and organizational chart of Structural operation.
 4. Ministry of Internal Affairs - does not provide data on the number of employees and organizational chart of Structural operation
 5. Ministry of Justice - The organizational structure provided no information, the number of employees 180 people. ^[10]

2.2 Republic of Macedonia



Nationality: 2 million

Ethnic groups (2002): Macedonian 64.18%,

Albanian 25.17%, Turkish 3.85%, Roma 2.66%,

Serb 1.78%.

Capital City: Skopje (pop. 500 000)

Area: 25 713 square km.



- Number of employees in some ministries of Macedonian government:
 1. Ministry of Foreign Affairs - in the context of this Ministry is the Department for European Integration, organizational structure and numbers of workers have been not provided.
 2. Ministry of Defense - do not published scheme of structural organization and the number of workers
 3. Ministry of Internal Affairs – scheme of structural organization incomplete, the number of employees is not published.
 4. Ministry of Justice – are not provided information's. [11]

2.3 Croatia



Year of EU entry: 2012

Population 4,484,980 (July 2005)

Capital City Zagreb

Croatia has 56,542 square kilometers

plus its sea area - 31,900 square kilometers

1,777 kilometers of coastline

and more than 4,000 km of islands coastline



- In Croatia there are 15 different ministries, below we can see the type of them:

Ministry of Agriculture; Ministry of Culture; Ministry of Defense; Ministry of Economy; Ministry of Construction and Spatial Planning; Ministry of Environment and Nature Protection; Ministry of Veterans' Affairs; Ministry of Finance; Ministry of Foreign and European Affairs; Ministry of Health; Ministry of the Interior; Ministry of Justice; Ministry of Maritime Affairs, Transport and Infrastructure; Ministry of Science, Education and Sports.

- Number of employees in some ministries of Croatian government:
 1. Ministry of Foreign Affairs and European Integration-organizational structure and number of employees are about 1000 people, counting the diplomatic network of European integration.
 2. Ministry of Defense - provides no data on the number of employees and organizational chart of Structural operation.
 3. Ministry of Internal Affairs - does not provide data on the number of employees and organizational chart of Structural operation
 4. Ministry of Justice - organizational structure incomplete, the total number of employees, including the prison is 400. [12]

2.4 Slovenia



Year of EU entry: 2004

Political system: Republic

Total area: 20 273 km²

Population: 2 million

Capital city: Ljubljana



Previously one of Yugoslavia's six constituent republics, present-day Slovenia became independent in 1991 as Yugoslavia fell apart. It is bordered by Italy, Austria, Hungary and Croatia.

In Slovenia there are 15 different ministries; ministry is the highest organ of the Government responsible for a sector of government public administration, led by a minister.

- Below we can see the type of these 15 ministries:

Ministry of Finance; Ministry of the Interior; Ministry of Foreign Affairs; Ministry of Justice; Ministry of Defense; Ministry of Labor, Family and Social Affairs; Ministry of the Economy; Ministry of Agriculture, Forestry and Food; Ministry of Culture; Ministry of the Environment and Spatial Planning; Ministry of Transport; Ministry of Education and Sport; Ministry of Higher Education, Science and Technology; Ministry of Health; Ministry of Public Administration.

- Number of employees in some ministries of Slovenian government:
 1. Ministry of Foreign Affairs and European Integration-organizational structure and number of total employees 558 people, counting the diplomatic network of European integration.
 2. Ministry of Internal Affairs - Organizational Structure, Organizational chart, and number of employees 490.
 3. Ministry of Defense - Organizational chart, the number of employees in administration is 1578, and military composition is 7195.
 4. Ministry of Justice - organizational structure incomplete, the total number of employees 1130.^[13]

2.5 Austria



Year of EU entry: 1995

Political system: Federal republic

Capital city: Vienna

Total area: 83 870 km²

Population: 8.3 million



Until the end of World War I, Austria had been the centre of a vast empire, which controlled much of central Europe for centuries. Austria is now a federal republic, consisting of nine states.

Austria has a mixed industrial and agricultural economy, while tourism is also an important source of income.

The Austrian Parliament has two chambers. The National Council, or Nationalrat, has 183 members, who are elected by direct popular vote. The Federal Council, or Bundesrat, is the upper house with about 62 members who represent each province.

- In Austria there are 14 different ministries, below we can see the type of them:

Federal Chancellor Werner Faymann; Federal Minister for Women and Civil Service; Federal Ministry for Agriculture, Forestry, Environment and Water Management; Federal Ministry of Defense and Sports; Federal Ministry of Economy, Family and Youth; Federal Ministry for Education, Arts and Culture; Federal Ministry for European and International Affairs; State Secretary within the Federal Ministry for European and International; Federal Ministry of Finance; Federal Ministry for Health; Federal Ministry of the Interior; Federal Ministry of Justice; Federal Ministry of Labor, Social Affairs and Consumer Protection; Federal Ministry for Transport, Innovation and Technology; Federal Ministry of Science and Research. [14]

2.6 Switzerland



Official name: Schweizerische Eidgenossenschaft (German),

Confederation Suisse (French),

Confederazione Svizzera (Italian) (Swiss Confederation)

Area: 41,290 square km (a bit larger than Holland)

Number of inhabitants: 7.3 million (July 2003 est.)

Population density: 177 people per square kilometer

Capital: Bern

Type: Federal state.

Independence: The first Swiss Confederation was founded in August 1291 as a defensive alliance among three cantons. The Swiss Confederation established independence from the Holy Roman Empire in 1499.

Branches: Executive--Federal Council, Legislative--Federal Assembly, Judicial--Federal Tribunal.

- In Swiss there are 7 different ministries, below we can see the type of them:

Internal Affairs; Foreign Affairs; Justice; Energy, Traffic and Environment; Economy and Education; Finances; Defense and Sports.

Important fact:

The Swiss system of government was patterned after the US Constitution. Unfortunately, the US courts have invalidated many important parts of the US Constitution whereas Switzerland still upholds those principles. [15]



2.7 United States of America



Land area: 9,166,601 sq km

Total area: 9,631,420 sq km

Population (2010 est.): 310,232,863

Growth rate: 0.9%

Capital: Washington DC

Largest cities (2003 est.): New York, 18,498,000 (metro area), 8,085,742 (city proper); Los Angeles, 12,146,000 (metro area), 3,819,951 (city proper); Chicago, 8,711,000 (metro area), 2,869,121 (city proper); Houston, 2,009,960; Philadelphia, 1,479,339; Phoenix, 1,388,416; San Diego, 1,226,753; San Antonio, 1,214,725; Dallas, 1,208,318; Detroit, 911,402



The government structure of the United States of America is divided in three branches; The Legislative, the Executive and the Judicial branch. In addition to these three branches, there is a fourth category: Independent Establishments and Government Corporations.

In the United States of America, the head of government (the US President) shares his powers with Congress and the Judiciary system which are independent on each other but at the same time depend on each other's decisions to function correctly . The country is a Federal constitutional Republic therefore the constitution is the supreme law of the land.
[16]

All of these bodies of government maintain a presence on the organisative structure of the USA government:

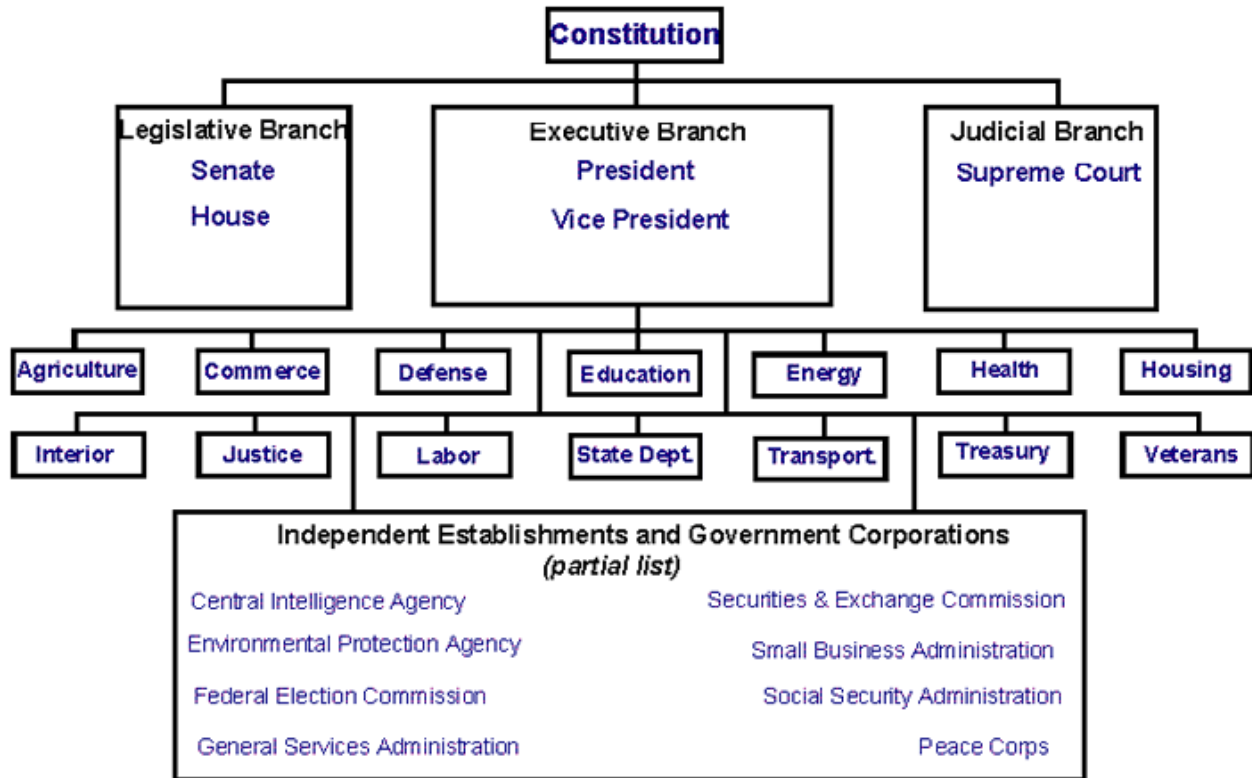


Figure 2.1 Actually functional organizative scheme of USA government [17]

2.8 Researchers Samples

To have a better view regarding the future of government functionality, some research was done, for seven different places, four of them are regional states; Austria is a member of the EU. Switzerland is very specific and the United States of America as a successful example of function.

Based on this research and by using the comparison method, it is easy to notice differences between Kosovo Government and these seven different states based on number of employees, number of ministries, population, etc . So, the Government will change in years until the Kosovo will reach the political and economic stability and undoubtedly as examples will be referred to these states mention before.

Chapter 3: Vertical Hierarchy of Government

The most important activities that were planned during this project are data collecting and literature research. Data collecting has to do more with present and past, information, technical and administrative demands, number of employees, structure of functioning of institutions, hierarchy, analyzing of Government institutions accommodated in our region and many data that will help us to do qualitative job and get proper outcomes. Also the government structural strategy for the future based on regional experience will be conducted. This will have great impact on planning and constructing of the "Government Complex"

3.1 Conception of Buildings

The more automation techniques being used, the more requirements have been replaced for administrative space and the need for new associate's page requires adaptation of administrative buildings.

The similar problem affects the form of configuration of large spaces, which greatly do not satisfy changes or reformations in the workplace. [12]

Change of organization, we reached by construction of buildings by bringing natural light through the interior courtyards to create working positions in parts of quite areas. According to this large spaces are not successful for large number of jobs in the administration. [13]

Phenomenon "combined administration" offers an appropriate space (where appropriate provides opportunities for group work) and in general, contains separate spaces for work where required concentration. There are devices which are sometimes exploited jointly for special group activities; work provides free high quality hanging during which the workplace can be changed during the day. [14]

3.2 Organizational Structure

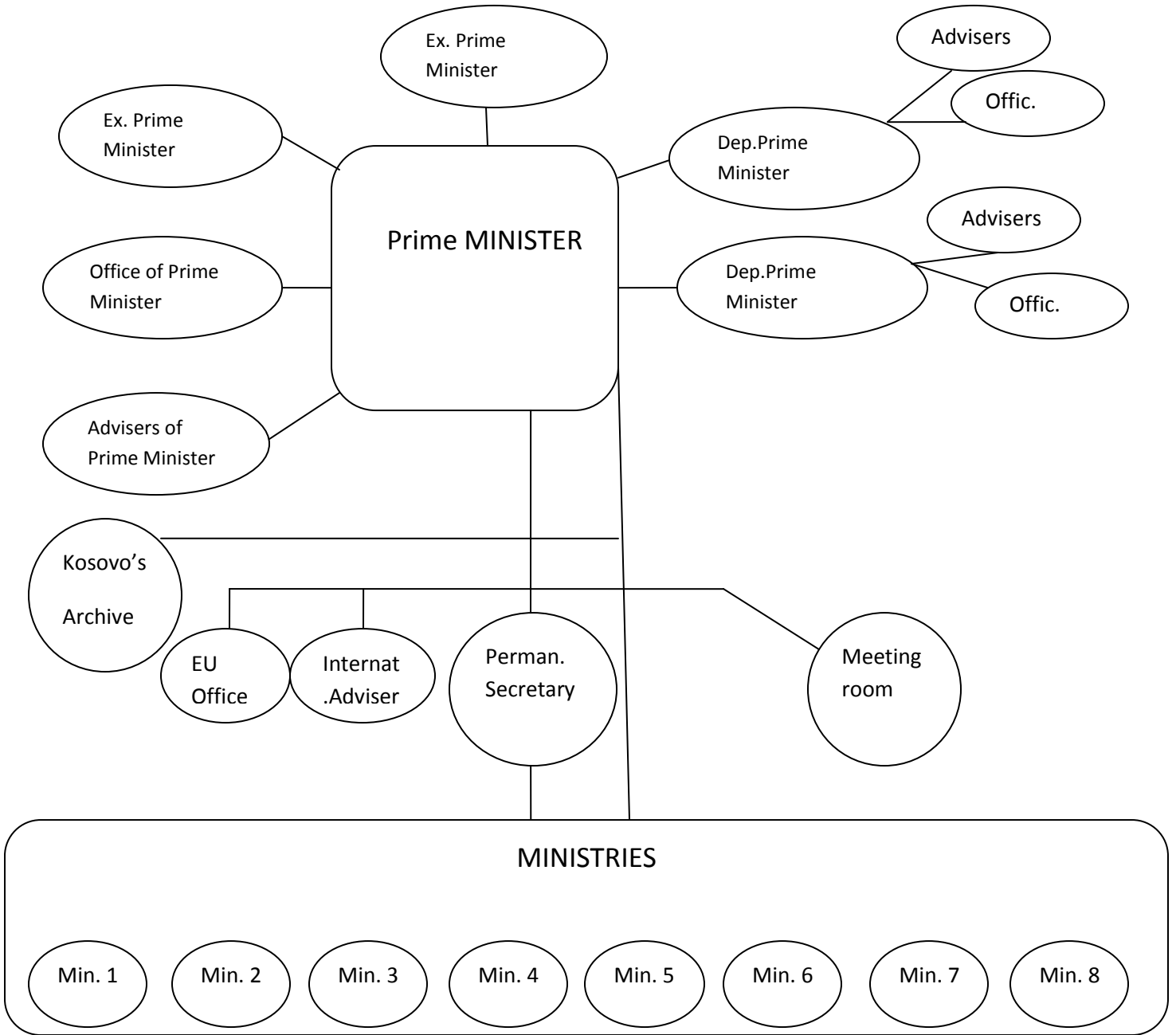
For planning and better coordination of institutions accommodation we must know the organizational structure (hierarchy details) of function and the number of employees of these institutions for current situation and their development in the future based on the regional countries. [15]

Below are given schemes of organizational structure for the four offices that together form the vertical hierarchy of our government, and they are:

- | | | | |
|----|---------------------|----|---------------------|
| 1. | Pry minister Office | 3. | Permanent Secretary |
| 2. | Ministry Office | 4. | Department |

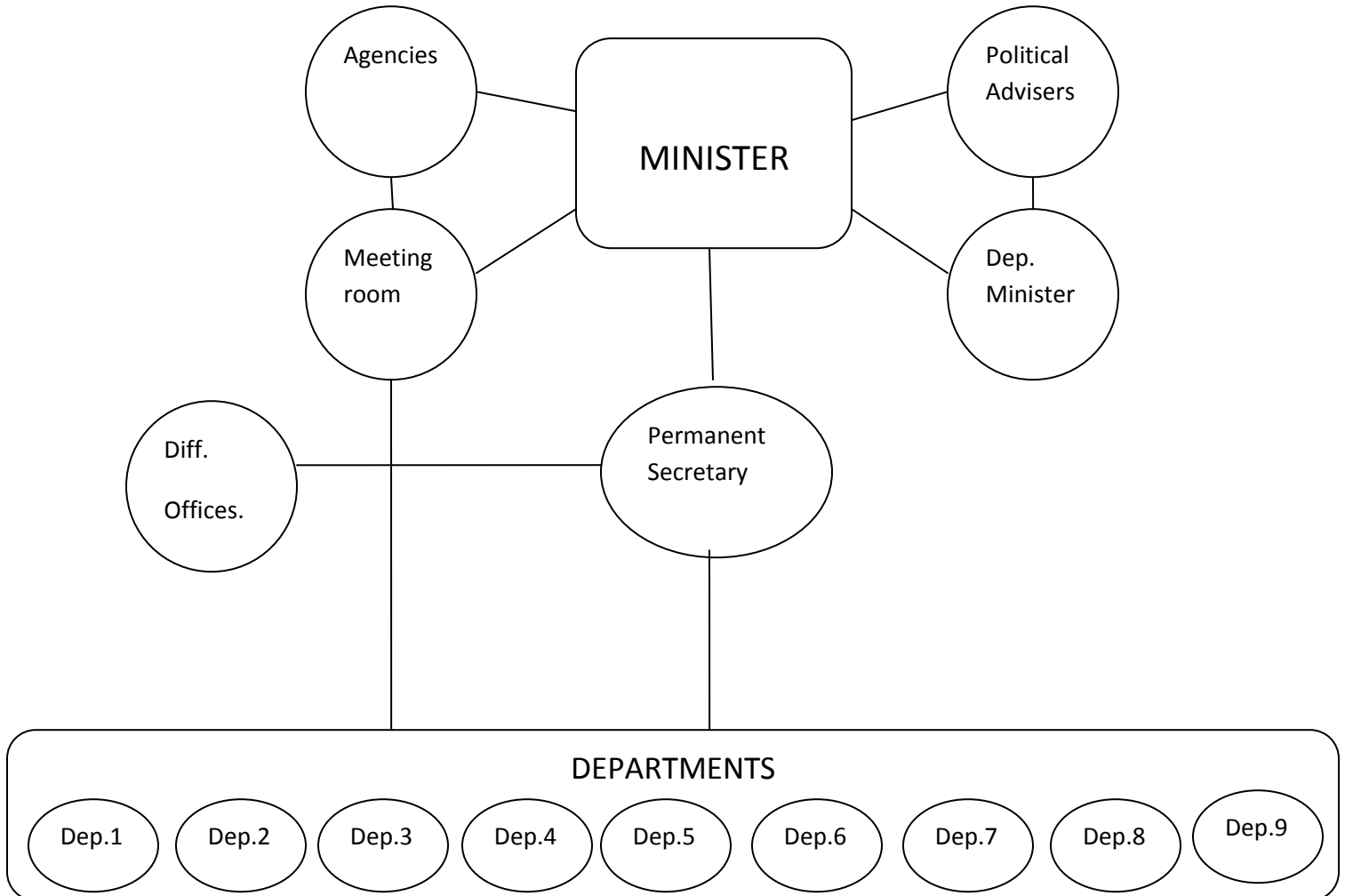
3.2.1 Prime Minister Office

Scheme of functional connections



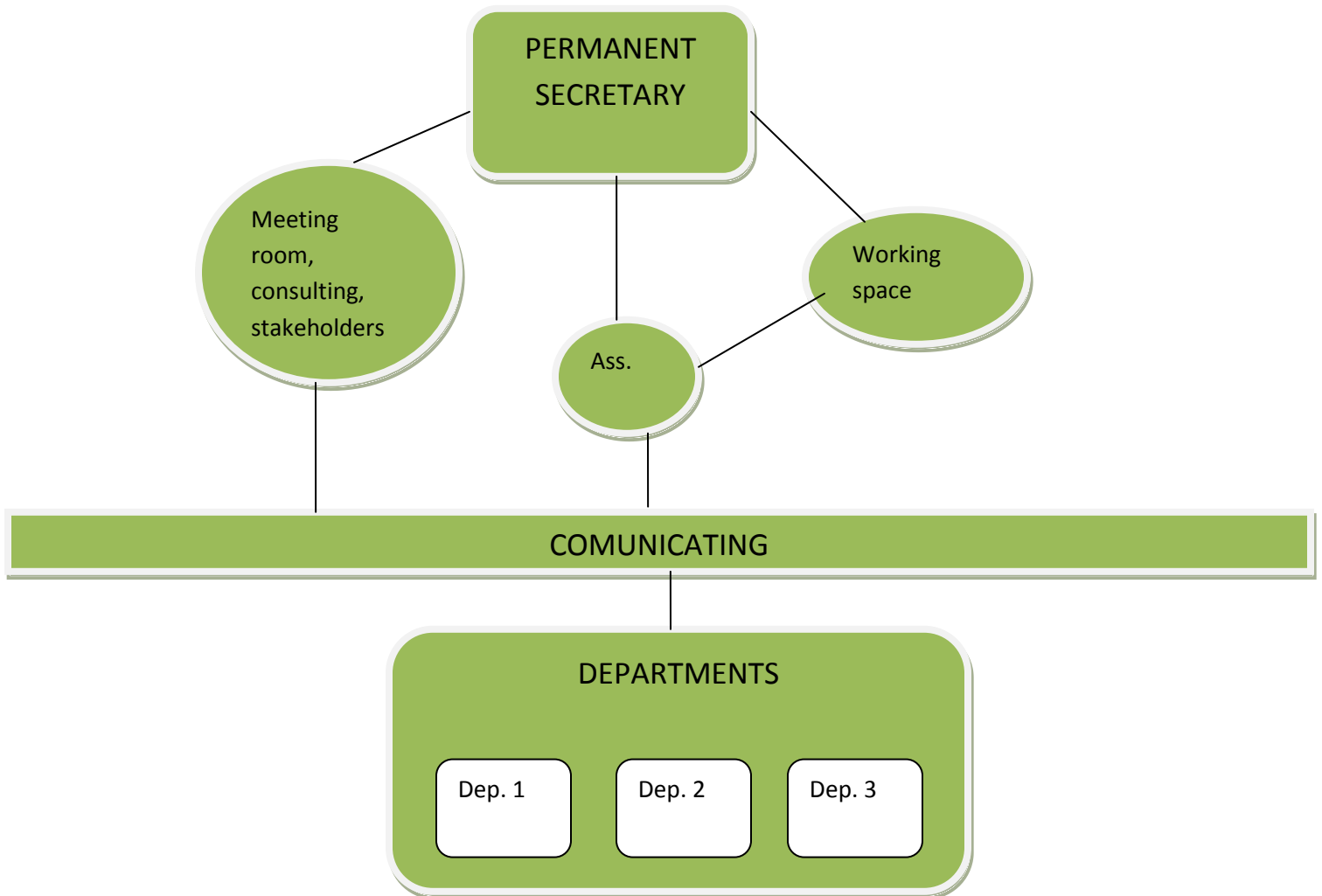
3.2.2 Ministry Office

Scheme of functional connections



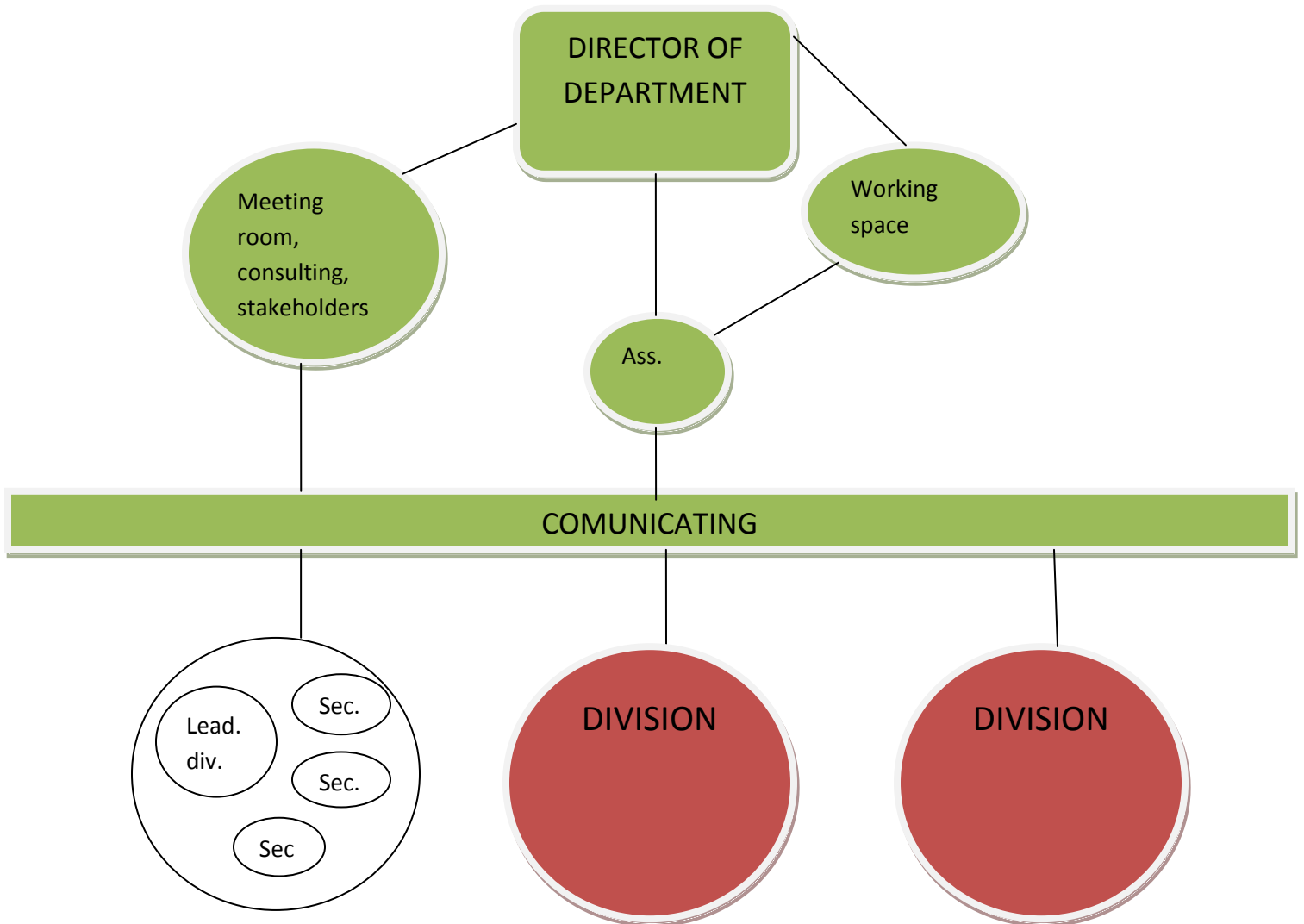
3.2.3 Permanent Secretary Office

Scheme of functional connections



3.2.4 Department

Scheme of functional connections



3.3 Government Institutions

Up to now, based on the number of employees, determine that these objects can be grouped on the basis of activities that exercise and simultaneously can assume that for the volumes, they can represent approximately the same value, taking into account the visual aspect. [16]

Table 3.1 Number of ministries and employees

<u>Ministries</u>	<u>Nr. of employs</u>
1. Prime Ministry.....	160
2. Ministry of Public Administration.....	220
3. Ministry of Education, Science and Technology.....	277
4. Ministry of Justice.....	409
5. Ministry of Economy Development.....	187
6. Ministry of Finance and Economy.....	377
7. Ministry for Kosovo Security Force.....	158
8. Ministry of Environment and Spatial Planning.....	263
9. Ministry of Local Government Administration.....	113
10. Ministry of Internal Affairs.....	404
11. Ministry of Foreign Affairs.....	83
12. Ministry of Labor and Social Welfare.....	273
13. Ministry of Community and Return.....	135
14. Ministry of Health.....	180
15. Ministry of Culture, Youth and Sports.....	127
16. Ministry of Infrastructure.....	170
17. Ministry of Agriculture, Forest and rural Development.....	188
18. Ministry of Trade and Industry.....	185
19. Ministry of European Integration.....	50

Other Institutions:

Table 3.2 Number of Government Institutions and employees

<u>Institutions</u>	<u>Nr. of employes</u>
20. Statically office of Kosovo.....	213
21 Kosovo's Institute for Public Administration.....	24
22. Kosovo Cadastral Agency.....	49
23. Kosovo Tax administration.....	414
24. Kosovo Agency for Medical Products.....	35
25. Hydrometeorology Institute.....	15
26. Kosovo Forest Agency.....	40
27. Kosovo Police Inspectorate.....	40
28. Procurement Review Body.....	17
29. Road Directorate.....	30
30. Central Storage of Medicatory.....	7
31. Academy of Science and Arts.....	22

Chapter 4: Planning Purposes and Specific Indicators

This capstone project aimed at preparing the technical requirements for design and construction of the government's compound building(s) known as the "Government's Complex" out of city, which would provide adequate premises to the government's institutions and free up important budget allocations for the proper functioning of the governmental institution system. The Government Complex facility constructed in Pristina in line with EU and international standards will increase the functionality, public access and confidence and public perception of the institutions sector.

4.1 Design Excellence

The design principles applied to this study include the following design excellence principles:

- Government's buildings shall represent the dignity, the importance of the activities within the government, and the stability of the administrative system.
- Government's buildings shall represent an individual expression that is responsive to local context, geography, climate, culture, and history, and shall improve and enrich the sites and communities in which they are located.
- Government's buildings shall represent the best in architectural planning, design, and contemporary thought, and shall have requisite and adequate spaces that are planned and designed to be adaptable to changes in administrative practice.
- Government buildings shall be economical to build, operate, and maintain.
- Government buildings shall provide a healthy, safe, and accessible environment for all occupants.
- Government buildings shall be designed and constructed using proven best practices and technology, with careful use of natural resources, and controlling long-term ownership costs.

4.2 Flexibility and Growth

The "Government Complex" - facilities of ministries and supporting institutions shall be planned for flexibility and, to the extent feasible, to accommodate growth.

- Government facilities space needs changes over time. Examples of programmed flexibility include: standard room/auditorium sizes with capacity for special case types, and standard structural modules with adequate dimension and capacity to be converted to special space based in needs.
- Floor-to-floor heights, location of vertical and horizontal circulation elements and column bay dimensions shall allow for conversion of office space into other functions. This approach will permit expansion of the power within buildings containing infrastructure elements. Building infrastructure will allow for a reasonable amount of future expansion consistent with the project program and funding. [17]

4.3 Site Location

This area is located at south of Prishtina, the neighborhood of "Ajvalia".

Priorities:

In this location there is in process of building Justice Palace, so this is one big proof that there is no taboo thinks about this location. Every day the selected area is more acceptable for everyone from Government to move there and to be in one place all institutions.

There is comfortable area for development of "Government Complex of Buildings" with significant volumes, achieving good working conditions, logistical benefits, architectural aspects which will inspire and dignify the place of Government, etc.

Gaps:

Detailed geo-mechanical analysis for land quality (imposes the concept of building construction absorption the barrier that represents roads infrastructure high demand for infrastructure engineering buildings: roads, overpasses, etc)

Figure 4.1 View of site location where is proposed to build the government complex



4.4 Architecture and Urban Structure

In general, government institutions in Kosovo are not built to function in accordance with modern planning and safety requirements. Current conditions jeopardize the safety of government staff. These studies address the requirements for the design of a modern and functional of government compound "Government Complex."

4.5 Specific Indicators of Infrastructure and Space:

- Indicators that generate the role and relation of the selected area and of its infrastructure within range of town and region in physical meaning - evaluation from the point of view of conditions.
- Indicators of the role and relation of the selected area within strategic starting points - evaluation should be executed within the range of existing strategic plans on the level of town, region, and state.

4.6 Indicators of Technical and Ecological Conditions:

- Actual technical conditions (actual state), characteristics and values of basic town structures - evaluation in comparison within selected area.
- Technical specifics of typical built structures - collection and evaluation of special knowledge and experiences (within selected area and in connection to the region).

4.7 Indicators of Economics:

- General indicators of the actual economic state of selected area - in relation to the town, region or special administrative units.
- Economic indicators of positive or negative processes of evolution - the experiences and expectations connected to the selected area and/or to the typical built structures (specially used for?).
- Economic indicators of the possibilities of positive development for the selected area - in relation to the development strategy of the town or special administrative unit and considering the socio-demographic and space indicators.

4.8 Indicators of Cultural Conditions

- Indicators for evaluation of quality level of built cultural heritage - relation between the selected area and the town/region.
- Indicators of culture of life - specifics and values of social, cultural, everyday life.
- Indicators of the role and importance of cultural and administrative activities - within selected area in relation between different parts and in relation between selected area and the town/region.

URBANIZATION – ARCHITECTURE AND PLANNING

1. ANALYSIS OF ACCORDANCE BETWEEN EXISTING PRACTICES IN PROTECTION/REVITALISATION OF ARCH. HERITAGE AND THE CHANGING NEEDS OF USERS (project team + representatives of institutions/users and developers)	2. COMPARISON AND EVALUATION OF EXISTING DOCUMENTS/PLANS AS POSSIBLE STARTING POINTS FOR FUTURE »URBANISATION PLANNING« FROM THE POINT OF VIEW OF LOCAL AUTHORITIES AND EXPERTS (project team + experts, delegated by local or regional authorities)
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DEFINITION OF
BASIC GROUPS OF PROBLEMS
(project team + representatives of authorities and civil initiatives)

ANALYSIS
through specific indicators

3. INTERACTIVE EVALUATION OF INFLUENCES, PROBLEMS AND OPPORTUNITIES -BASIC DECISIONS FOR STRATEGY: »URBANISATION AS STARTING POINT OF URBAN PLANNING« (expert group for architecture and planning)	INFRASTRUCTURE ANDS TECHNICAL CONDITIONS SOCIO-DEMOGR. CONDITIONS CULTURAL CONDITIONS	4. - Open-Planning - Organizing Civil Initiatives - Expert Workshops - Parallel Experts Analysis - Correspond of legislation to the proposed method of planning (guided from projrct team)
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URBAN MOBIL PROJECT
DOCUMENTATION
MONITORING
(permanent expert group by the local authorities or by a specialized research institution)

PLANNING

SELECTION OF TOP INDICATORS - ARCHITECTURE AND URBAN PLANNING/STRUCTURES [18]

Order Of precedence	Indicator (Selection in accordance to other)	Explanation (Why this indicator is important to measure Urbanization/re-accommodation?)	Hypothesis of incidence (Urbanization . from the current standard of knowledge – is happening when
1	Planning the number of officials/km².	Previously to be determined specific density in relation to different built structures (important for definition of specifics for each case!)	stable or increasing, or decreasing (when overpopulated)
2	Distribution and accessibility (on foot, by car, by public transport) Traffic typology (traffic roads, pedestrian zones/streets, car parks, public transport zones, special traffic zones)	Very important input for urban planning!!!	Decline in nr of HH and of parking place without access within 5 min(?). Rising share of non car space, rising share of access for disabled people.
3	Civil servants/urban utilities: (Kindergartens, retail shops cultural institutions, health care, sport institutions, other public institutions. etc.)	Important for the planning strategy.	Diverse range should be defined in relation of special needs and expected development of specific urban/public demands.
4	% share of working areas, commercial, etc. (total, m² per capita) 4.1 – Office areas: Typology(multi/singlestory,\compact/open system, multipurpose area, detached buildings, vacant) 4.2 – Commercial areas: Typology (multi/singlestory, special use, % in relation to the office surface, vacant areas)	Important to measure the possibilities of existing structures and to plane the improvements	Mixed use, no loss of residential share. Diverse typology – corresponding to the specific work-style („culture of working“).
5	% share of green/recreational Important to evaluate areas Typology (park, recreational area, playgrounds, gardens, etc.)	Ecological qualities and to understand the specialities of green areas.	Increasing area, total, per capita (quality, importance) Diverse range, improvement in use, in accessibility.
6	Building stock in total (6.1 – total number of buildings 6.2 – mean number of persons per working areas 6.3 – mean size of open and closed offices 6.4 – number of studio/large multipurpose areas) 6.5 - m2 of vacant working areas.	6.1 evaluates the existing possibilities, problems 6.2 evaluates and set expected specifics i planning 6.3 to set the value of Indicators 6.4 special qualities 6.5 evaluation of building stock (planning!) New Dwellings commercial or other Activities	Stable number: evaluates the existing possibilities, problems, definition: rise or decline of nr – depends upon strategy and planning Decline or rise – dependance on case/specifics
7	Owner occupied of building complex (share)	Planning of participants on investment of building complex and owners in the future	Increase or decline of share.

Chapter 5: Proposed of Complex Structure, Calculation of Space Requirements

Based on the experiences of the countries in the region as well as rates for the spatial planning, in the following can be seen the results obtained from the analysis of surfaces for governmental structures: [17]

Table 5.1 Data from guidelines for needed area for administrative buildings

<u>Institution</u>	<u>Area in m²</u>
Office of Prime Minister.....	~63.0
Office of the Deputy of Prime Minister.....	~63.0
Office of Permanent Secretary.....	~35.0
Office of Minister.....	~46.0
Office of the Deputy Minister.....	~38.0
Office for Political Consultant.....	~ 25.0 / person
Directors of departments.....	~ 25.0/ person
Assistants of directors.....	~12-14/person
Administrative Servants.....	~ 10.0/person
Halls for meetings: We design the basic norms as.....	~ 2.5.0/person

Communication surfaces ~ 15% of total space for the premiership, ministries and agencies.

According to approximate data generated in the first and third chapter (executive table and accompanying buildings) it appears to be:

Table. 5.2 Necessary surface for government complex - calculated based on some architecture guidelines

Table of total area					
		No.	Employees	Buildings area in m ²	Parking area in m ²
1	Ministries	15		145 213	20 050
2	Other Institutions	3			
3	Support buildings	7+3		31 700	20 000
		Total:	~ 4 808	176 913	40 050

5.1 Volume of Buildings for Government Institutions

Assuming average floor height of $h = 3.5$ m, we will get:

$$145\,213\text{m}^2 \times 3.5\text{m} = 508\,245\text{m}^3$$

Definitions depending on the morphology of the total volume of buildings in the location we assumed the average height of level 7, we have:

- Calculation of areas in m² for all ministries and other institutions

$$145\,213 : 7 = 20\,744\text{ m}^2 \text{ area of plantar surface of the buildings}$$

$$20\,744 : 18 \sim 1150\text{ m}^2 \text{ average of buildings base - separately}$$

5.2 Volume of Supported Buildings

By acquiring the floor height $h = 3.5\text{m}$ and the average number of floors 5, then we will have:

$$31\,700\text{m}^2 \times 3.5\text{m} = 110\,950\text{m}^3$$

$$31\,700\text{m}^2 : 5 = 6\,340\text{m}^2 \text{ plantar areas of the accompanying buildings.}$$

5.3 Official Parking Area

Based on some calculation, there are 20 050m² parking area for official cars and around 20 000 m² parking area for private cars. Based on these calculations obtained above - the volume and areas of all buildings - we can freely say that the official parking place, if we decided, can be in basements of buildings (first level and if we decided to be even private parking in basement of each building we should plan to construct two levels of basements). [17]

5.4 Technical Requirements for Site

Based on:

- Total area for buildings (176 913m²)
- Volume of buildings (508 245+110 950 = 619 195m³)
- Total number of employees (4 808 employees)

Derive approximate data for:

- Power supply (power capacity calculation)
- Drinking water supply (the calculation of complex needs)
- Capacity of central heating
- Discharge of wastewater
- Waste management
- Road infrastructure inside complex
- Road infrastructure out site of complex (analyzing)
- Public parking area

5.5 Analysis of Areas and Volumes in the Location Model (space Requirements)

Location "model"

Ratio of ribs 1:1.5

$$a \times b = 80\,000\text{m}^2$$

$$a \times 1.5a = 80\,000\text{m}^2$$

$$a = 230.9\text{m}$$

$$b = 1.5 \times 230.9 = 346.5\text{m}$$

$$b = 346.5\text{m}$$

$$a = 230.9\text{m}$$

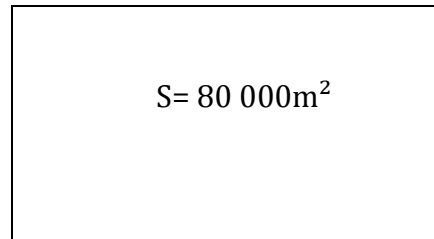


Figure 5.1 Map of potential location for government complex in context of the city

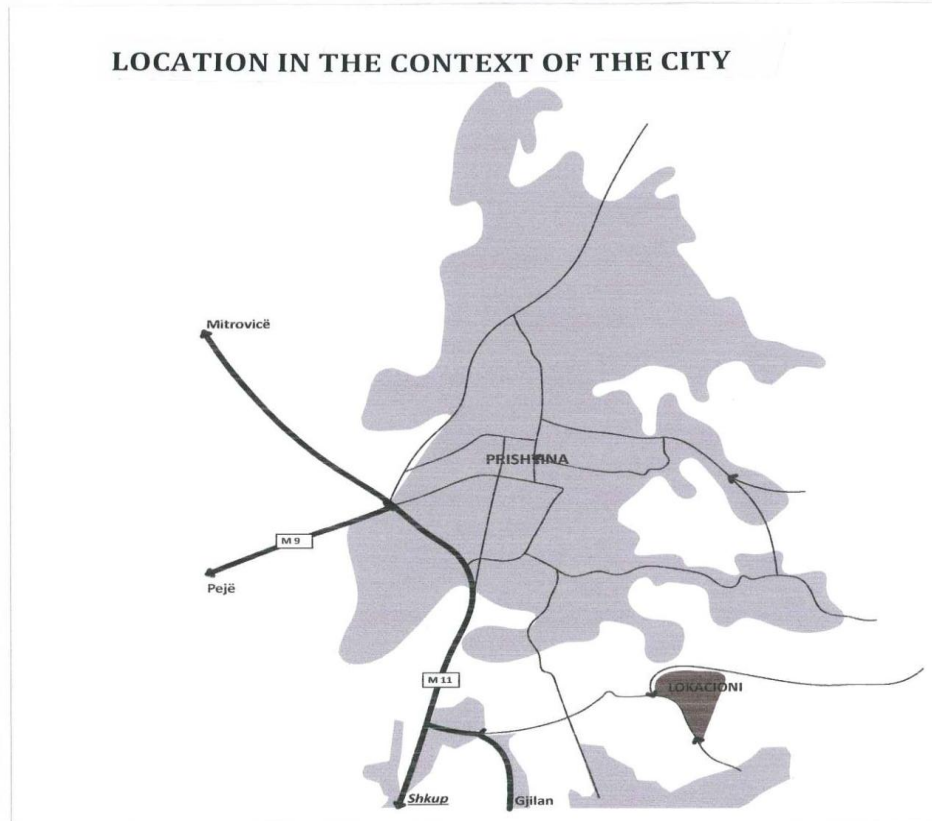


Figure 5.2 Destination of surface for potential site for government complex



Figure 5.3 Close settlements and destination of the surface around proposed location

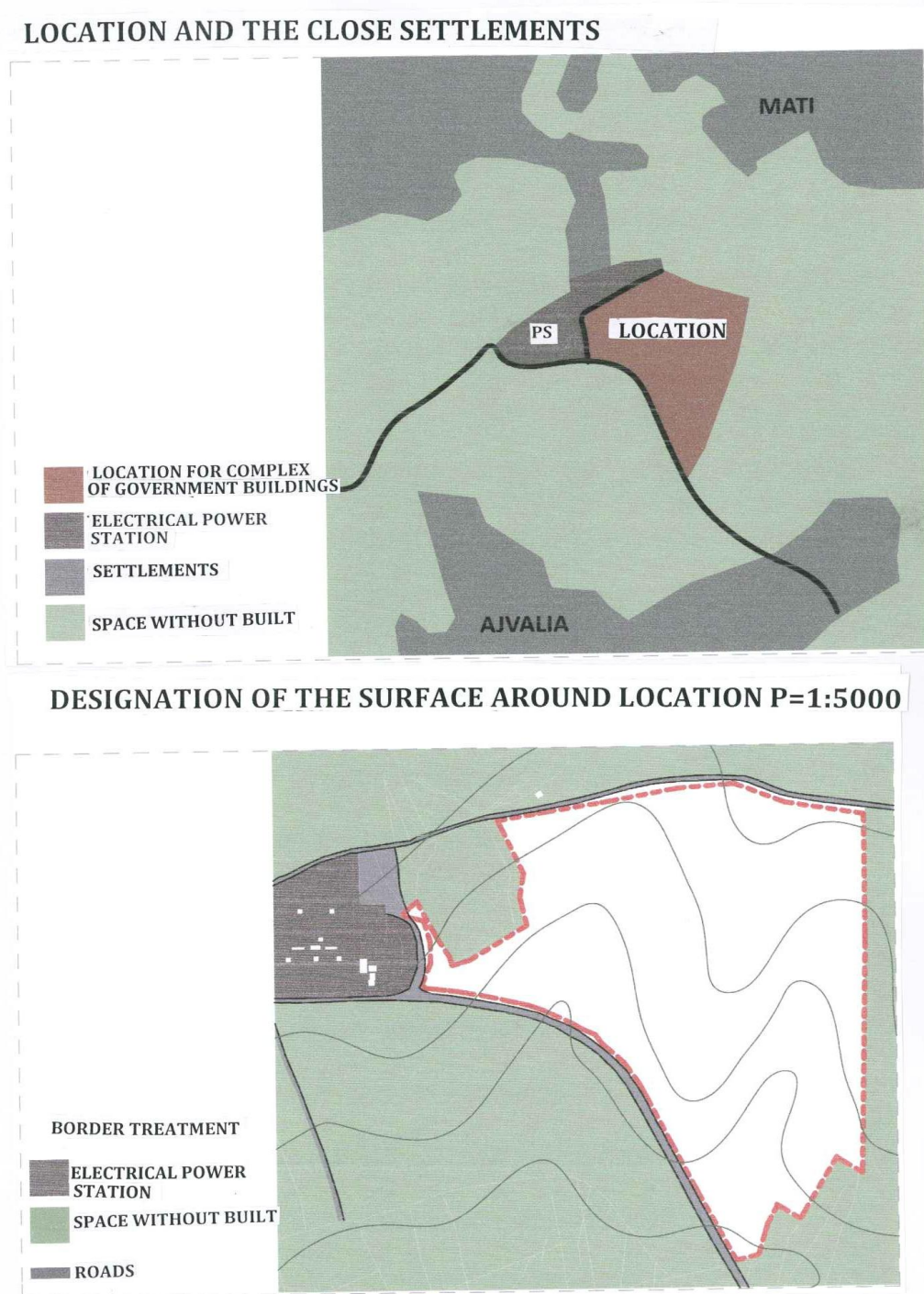


Figure 5.4 Road network and scheme of operation in relation with planned roads in complex

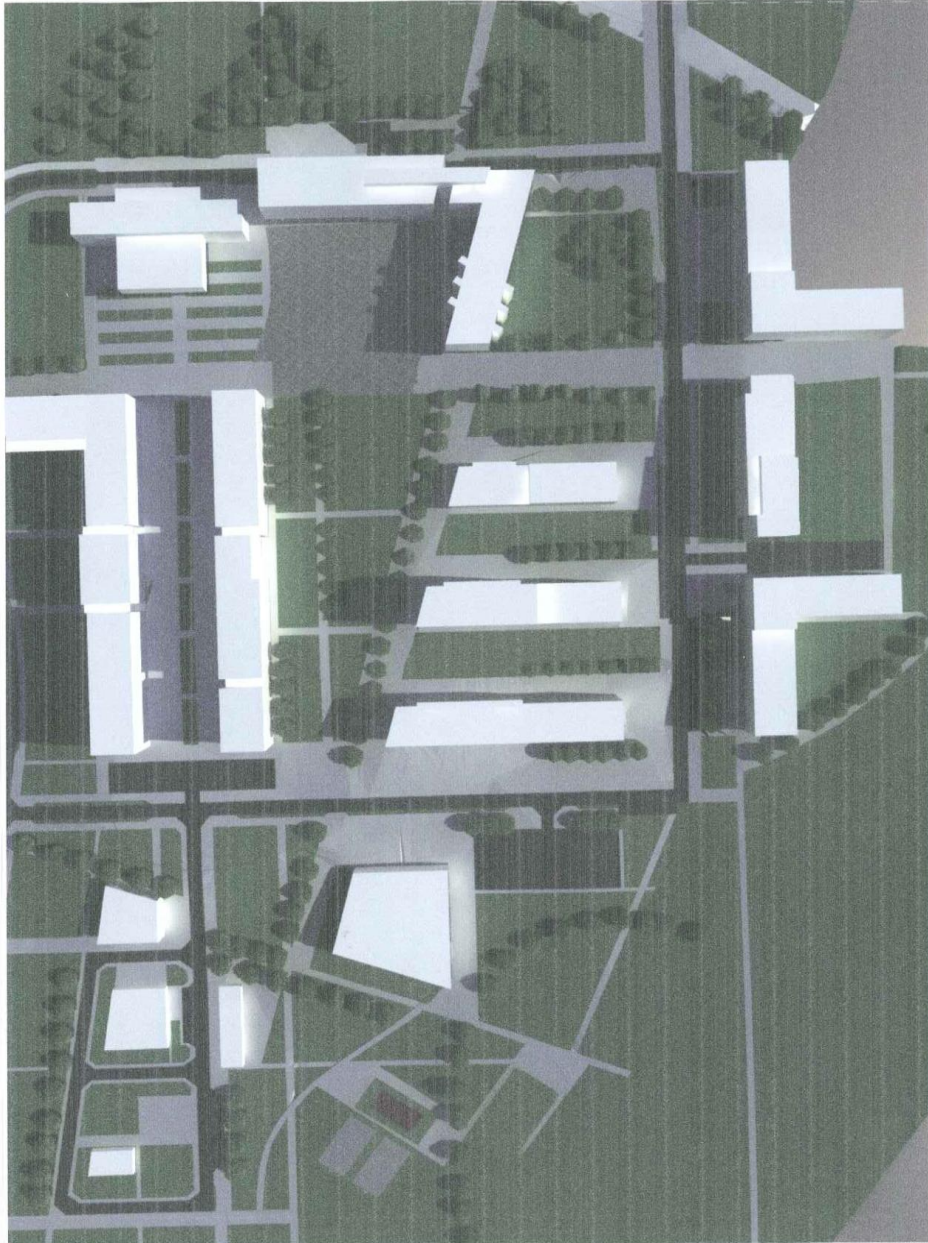


Figure 5.5 Proposal scheme for government complex



1-Conference Hall	11-PPRC, PPA	21-MH
2-Prime Ministry	12-OP	22-MFA
3-Governments hotel and restaurant	13-KTA	23-KPI
4-MAFRD	14-MFE	24-Sport Hall
5-MESP	15-KC	25-Center for Maintenance
6-MI, MTI, CAA	16-MIA	26-Heating Center
7-MED, ER	17-PRB, CKE	27-Kindergarden
8-MJ	18-MEST	28- GA
9-MPA	19-MCYS	
10-KCA, SOK, KIPA, IMC	20-MLSW	

Figure 5.6 Proposal view for government complex



Chapter 6: Calculation of Approximate Project Costs, Finance and Project Management

Project financing is used on most used on many high-profile projects, employing a carefully engineered financing mix. Increasingly, project financing is emerging as the preferred alternative to conventional methods of financing infrastructure and other large-scale projects worldwide. [19]

Project Financing discipline includes a rationale for project financing, how to prepare the financial plan, assess the risks, design the financing mix, and raise the funds. A knowledge-base is required regarding the design of contractual arrangements to support project financing. There are issues for the host government legislative provisions, involving public/private infrastructure partnerships, public/private financing structures, how to prepare cash flow projections and use them to measure expected rates of investments in time; tax and accounting considerations; and analytical techniques to validate the project's feasibility.

Project finance is finance for a particular project, such as building of Government complex, which is repaid from the cash-flow of that project for a long period. Project finance is different from traditional forms of finance because the financier principally looks to the assets and revenue of the project in order to secure and service the loan, but in this case the project does not revenue so the loans is not a good solution because the complex of government do not generate incomes.

The purpose of this chapter is to explain, in a brief and general way, the idea and the propose manner in which this project will be finance, what are the risks and some important points how to manage it. [19]

6.1 The Idea and the Propose Manner in which this Project will be

Finance

For building the government complex out of city location certainly needs a large amount of cash, good planning, good management of project implementation, and risk management.

According to some analysis and research, there are proposed three lines for funding the realization of this project which are:

1. Kosovo Consolidated Budget
2. Concession and
3. Grants

6.2 Investment from Kosovo Consolidated Budget

For implementation of the project “Kosovo Government Buildings a Future Out of City Location” significant percentage of the funds can be obtained from the Kosovo Consolidated Budget.

In order to have a reflection about the amount of funds in the Kosovo budget, funds appropriated for capital investment and tendency for increase the value in years, refer to the presented table:

Table 6.1 Kosovo budget in years - MEF

Kosovo Budget				
	2009	2010	2011	2012
Capital Investment	€ 329,3 Million	€ 400,5 Million	€ 572,4 Million	€ 619,8 Million
Goods and services	€ 566,0 Million	€ 720,0 Million	€ 842,5 Million	€ 892,0 Millin
Total	€ 895,3 Million	€ 1,119 Billion	€ 1,414 Billion	€ 1,508 Billion

Figure 6.1 How the Kosovo budget had increased in years

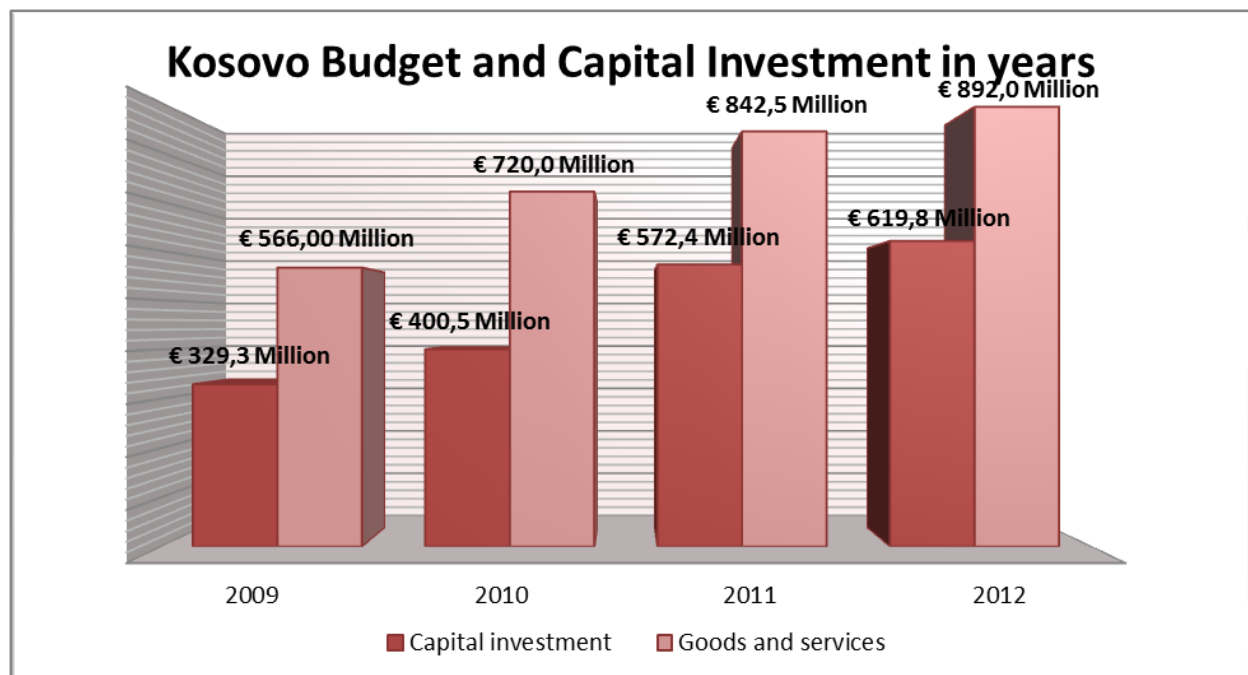
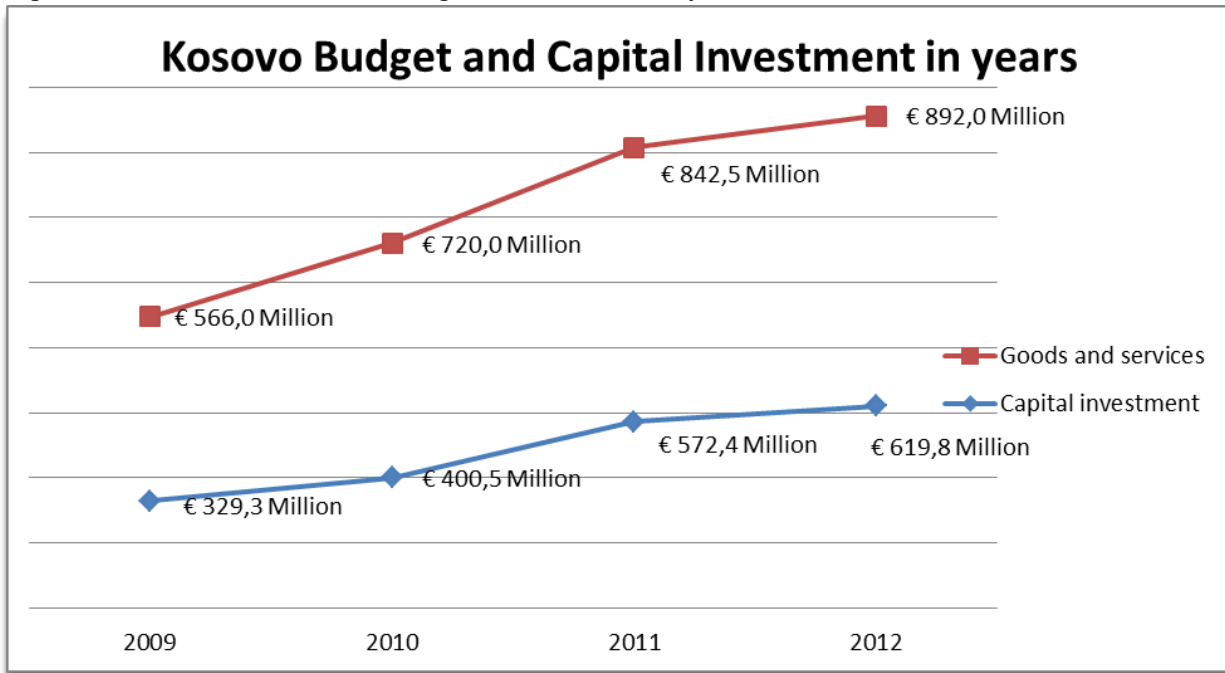


Figure 6.2 Linear form as the Kosovo budget was increased in the years



In order to have one view about capital investment from Kosovo's budget and the invested value only for Government buildings in past ten years, refer to the presented table and chart:

Table 6.2 Kosovo budget in years - MEF

Years	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
	€ Million	€ Million	€ Million	€ Million	€ Million	€ Million	€ Million	€ Million	€ Million	€ Million
Capital investment	223.4	191.6	147.2	138.3	159.2	351.6	329.3	400.5	572.4	616.8
Investment for Government Buildings	3.212	0.807	1.886	0.092	0	6.336	18.72	0.722	3.31	37.59

Based on Kosovo's Government budget, over past ten years about 2.30% of total capital investment goes to the maintenance of Government office buildings.

Referred to the table we can see the fluctuations in the past ten years about how many has invested for the refurbishment / adaptation and construction of government buildings. These changes occur because of the priorities of certain of the political leadership and also based on needs presented as a consequence of the organizational structure of governmental institutions.

Figure 6.3 Linear form for the capital investment from Kosovo budget and investment for Government buildings (in € Million)-MFE-FD

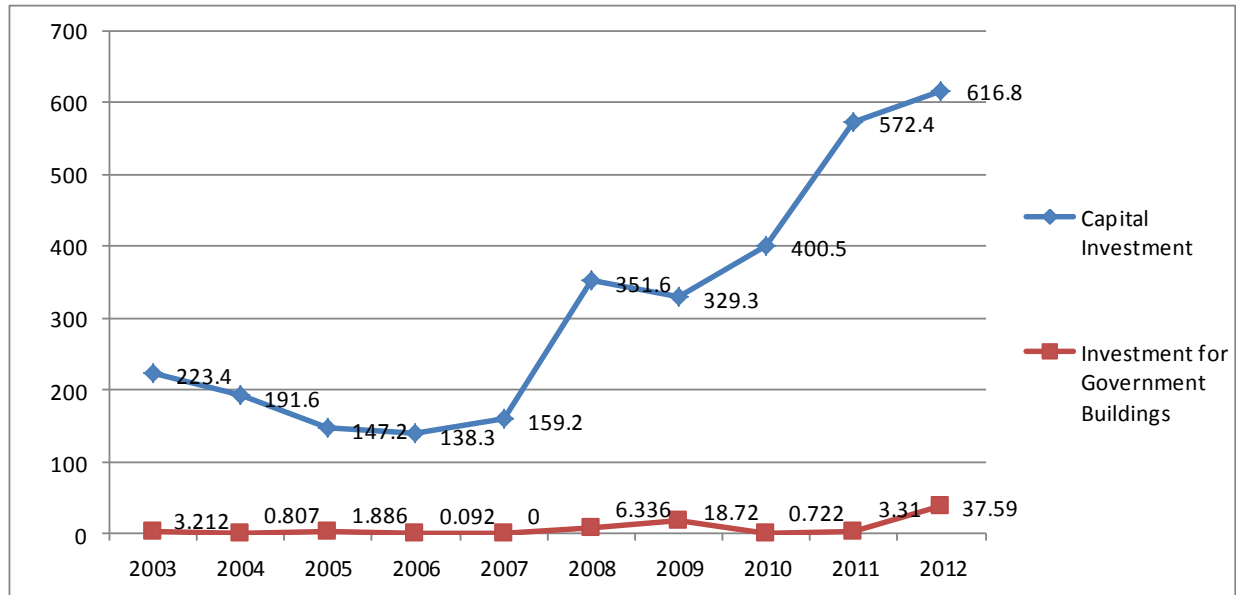


Table. 6.3 Assume of Capital investment for three incoming years and assume investment for government buildings - MFE

Years	2013	2014	2015
Planned Kosovo Budget	€ 1,555 Billion	€ 1,599 Billion	€ 1,650 Billion
Planned Capital investment	€ 620 Million	€ 625 Million	€ 633 Million
Planned to invest ~ 2.30% from capital budget	€ 14.2 Million	€ 14.4 Million	€ 14.5 Million

Based on the data from table 6.3 an assumption could be made that for 2015-2025 and annual capital investment for government buildings might an average be € 14.3 Million. If this were the case the ten year future period will consume € 143 Million for government buildings.

6.3 Investment from Concession

The idea for financing the partial of construction government complex through concession, even though the realization of this project does not generate revenues directly, but if we consider the management of accompanying buildings planned to be part of the complex, parking for private cars and maintenance of all buildings in the complex will be considered as substantial benefit and interest.

Based on some calculations area of accompanying government buildings in the complex are around ~ 31 700 m² and private parking area ~ 20 000 m². This area is planned to be built by concession.

Revenues

Revenues from maintenance of all buildings and management of the only accompanying buildings in complex of government are shown below.

- Maintenance of inside area:

$$176\,913\text{m}^2 \times 0.9\text{€} = 159\,221\text{€}$$

- Maintenance of parking area:

$$20\,050\text{m}^2 + 20\,000\text{m}^2 = 40\,050\text{m}^2$$

$$40\,050\text{m}^2 \times 0.5\text{€} = 20\,025\text{€}$$

- Maintenance of outside areas:

$$52\,616\text{m}^2 \times 0.5\text{€} = 26\,308\text{€}$$

- Total revenues per month from maintenance are:

$$1591 + 20025 + 26\,308 = 205\,554\text{€} / 1 \text{ month}$$

$$2\,466\,648\text{€} / 12 \text{ month}$$

To support further the idea for partial construction of government complex with concession, it is worth mentioning that the revenues will increase, by management of accompanying buildings within the complex, they are:

Hotel, the kindergarten, gymnasiums, restaurant, parking for private cars, etc.

6.4 Investment from Grant

The third idea for financing the construction of government complex, project outside of city is through grants.

One such example is being applied in the construction of the palace of justice. The grant is given by the Council of Europe.

One important fact is the idea to generate revenue by managing the buildings of government. Based on some research, about $92\,615.75\text{m}^2$ or 39.42% of surfaces that currently utilize our institutions are surfaces of buildings owned by the government. After the construction of complex surfaces than they can be managed and have revenues in the current form in Kosovo Consolidated Budget or privatized and the tools used for building of other buildings in government complex.

6.5 Concept of Investment Program

Table 6.4 Estimate of investment for design of Government complex of buildings (based on current market price)

Estimate of investment for design of Government complex of buildings

No		€/m ²	m ²	Value in €
1	Information collection and compilation of project assignment			DEBM
2	Conceptual project for buildings	2.7	216 963	585 800
3	Conceptual project for infrastructure	0.4	80 000	32 000
4	Geomechanical reaschars	0.45	80 000	36 000
5	Design of the main project	9.0	216 963	1 952 667
6	Design of the main project for infrastructure	1.3	80 000	104 000
7	Revising of the project	1.1	216 963	238 659
Total				2 949 126

Table 6.5 Estimate of investment for construction of Government complex of buildings (based on current market price)

Estimate of investment for construction of Government complex of buildings

No.		€/m ²	m ²	Value in €
1	Construction of buildings	440	216 963	95 463 720
2	Construction of infrastructure	55	80 000	4 400 000
Total				99 863 720

Based on these calculations design - construction of Government Complex of Buildings and Infrastructure requires investment of approximately € 103 Million.

6.6 Scenarios

- **The best scenario** – Is construction of buildings with the possibility of using geothermal energy. This requires greater investment in the beginning but the investment will return for a short time.

According to some calculations the ratio of energy savings by using geothermal energy and the energy produced in power plant is 1:4 (one to four).

- **Optimal scenario** – Is the construction of buildings without the possibility of using geothermal energy; it will reduce the price of completion of the project for nearly 35%.

- **Least scenario** - The last scenario is the construction of only administrative buildings in the government complex, not including additional/supported buildings on the complex. This option reduces the construction of approximately 31 700 m² or 18% of the total value of construction and design. It is worth mentioning that this is not an ideal solution but can be accepted as minimal, considering the current state of the accommodation and function of governmental institutions.

Tab 6.6 Comparison between the three possible scenarios for the realization of government complex

	Scenarios	m ²	Value	Cost Saving
1	Best scenario	216 963	€ 103.0 Million	€ 40.0 Million
2	optimal scenario	216 963	€ 67.0 Million	€ 76.0 Million
3	Least scenario	145 213	€ 50.0 Million	€ 93.0 Million

Each of these scenarios provides cost savings on capital investments for government buildings. Assuming € 143 Million would be spent each of the three out of city center scenarios will provide significant savings in capital budget. The best scenario saves € 40 Million, optimal saves € 76 Million and the least saves € 93 Million.

6.7 Risk minimization process

The concern is how minimizing the dangers of any events which could have a negative impact on the financial performance of the project, in particular, events which could result in: (1) the project not being completed on time, on budget, or at all; (2) the project not operating at its full capacity; (3) the project failing to generate sufficient revenue to build the complex; or (4) the project prematurely coming to an end.

The minimization of such risks involves a three step process. The first step requires the identification and analysis of all the risks that may bear upon the project. The second step is the allocation of those risks among the groups. The last step involves the creation of mechanisms to manage the risk. [19]

STEP 1 - Risk identification and analysis

The project sponsors will prepare a feasibility study for building the government complex. The financiers will carefully review the study and may engage independent expert consultants to supplement it. The matters of particular focus will be whether the costs of the project have been properly assessed and whether the cash-flow streams from the project are properly calculated. [19]

STEP 2 - Risk allocation

Once the risks are identified and analyzed, they are allocated by the parties through negotiation of the contractual framework. Ideally a risk should be allocated to the party who is the most appropriate to bear it (i.e. who is in the best position to manage, control and insure against it) and who has the financial capacity to bear it. It has been observed that financiers attempt to allocate uncontrollable risks widely and to ensure that each party has an interest in fixing such risks. Generally, commercial risks are sought to be allocated to the private sector and political risks to the state sector. [19]

STEP 3 - Risk management

Risks must be also managed in order to minimize the possibility of the risk event occurring and to minimize its consequences if it does occur. Investors need to ensure that the greater the risks that they bear, the more informed they are and the greater their control over the project. This requires the financiers to be involved in and monitor the project closely. Such risk management is facilitated by imposing reporting obligations on the investors and controls over project accounts. Such measures may lead to tension between the flexibility desired by working applicants and risk management mechanisms required by the financier.

6.8 Important Points How to Manage Project

It has been proven that planning and processing the activities are the keystone for an excellent project management. In most of the project developments, project management is the main regulator to learn and identify the weakness and strength of the entire phase's progress. Project management helps to reach the targeted goals by monitoring, surveying, planning and controlling the functioning of each respective department.

To improve the project management framework and elevate the working and development of our project to a higher level, there are seven important points for project management which will definitely help in accomplishing it successfully. [20]

Chapter 7: Final discussion and Recommendations

This chapter will present what has been discussed and research for this problem, what are obstacles that affecting current and future plan to reach the goals of the government which is the accommodation her staff and the necessary changes in order to make happen project.

7.1 Final Discussion

Government institutions in Kosovo do not own immovable properties, one of the main problems within government is that a considerable part of the budget should be dedicated to rental payment of private premises, and next part of civil servants are accommodated in public buildings, so generally in these two cases buildings are not adapted for the specific required purpose.

In general, government institutions in Kosova are not accommodated in buildings which function in accordance with modern planning and safety requirements. Current conditions jeopardize the safety of government staff. This study was conducted using data from various sources, including reviewing the current structure of government and supporters in Kosovo institutions, comments from knowledgeable employees, administrators of the institutions, building planners, administrative buildings, and facility operations technicians, and references such as international standards for facilities planning administrative / governmental.

These studies address the requirements for the design of a modern and functional of government compound "Government Complex."

Realization of a Governments Complex of buildings in Prishtina will provide adequate space for government institutions, improving the efficiency of administration, increasing public confidence in our institutions and to increase the independence and visibility of the future.

By doing so, Kosovo will fulfill fundamental criteria set out in the European Partnership and the European Partnership Action Plan, thus making further progress towards EU integration.

7.2 Relation Between Ministry of Public Administration - DEBM and Capstone Project

After conflict situation in 1999, Kosova has begun to create the state. Creating the state meant creating the new institutions, which would represent and develop the new state. One of the first was created the Department of Engineering and Management of Government Buildings, as an institution to create basic conditions for the operation of other offices which will be created in the near future.

Since the beginning of the establishment of the engineering department mission was to adapt and accommodate government staff primarily through public facilities. With passing time and the constant changes in Government, requirements for accommodation of civil servants on facilities throughout the time have increased.

In this context, responsible for accommodation of Government staff is Ministry of Public Administration with DEBM the adequate department.

In this case after the expiry time of the temporary accommodation of civil servants, after the announcement independents, time had come to think for a new strategy with vision for accommodation and for the permanent placement of Government institutions.

So the idea is to construct buildings, the new Government complex outside of the city center. This is the best solution always taking in consideration that we will develop new side of Prishtina and new infrastructure.

For DEBM the general aim of the project is to analyze urbanization potentials and obstacles of inner-city residential areas and to develop instruments, incentives and strategies for an appropriate and long-term use of areas outside the city taking into consideration changing demographic preconditions. Then the specific aims of architecture and urban planning are to analyses the advantages and disadvantages of complex government buildings in general and on the base of case study results. Scientific aim is to define the basic prerequisites for higher working and social living quality with respect to the urban development and architectural planning.

7.3 Recommendations

For developing process of permanent accommodating for all Government's institutions, this process will have great impact in improving of function of Government. Giving some reasons why this idea needs to be realized it would be very useful for all stakeholders and also it will affect directly in period of construction of buildings in complex and during using these buildings and also to operate effectively.

Five main recommendations why to plan a future Kosovo Government buildings out of city location are:

- First recommendation: Logistical Benefits

To collect all the government institution in one place. This will improve the collaboration between institutions, saving time and decreasing the logistic expenditure. This solution will directly affect the success of institutions and the result will be visible sooner.

- Second recommendation: Economic Benefits

Government should make major cost savings by selecting an out of city center location for a new government complex. For the period 2015-2025 the potential capital savings could be from € 40 to 93 Million.

- Third recommendation: Development of urban areas out of city location:

In Pristina there are entire areas/neighborhoods built without permits and urban plans, the whole build was plan based only on own login. This activity of citizens in local jargon called "illegal construction". This slang is only local use since such a gene not anywhere in Europe.

Many people have built without permits because state authorities have delayed the development of urban plan. Sooner was built than planned.

Any attempt to justify such a difficult process that will pass through the logical understanding.

Based on what we described above it is easy to understand that the best solution to build buildings for government is out of city location. The current situation of our capital city is more than chaos, and on the other side the city is overloaded. There is no one possibility to make a good solution for Government accommodating in the center of the city. One tentative to use the areas in the city from the Government will be the very bad example for all our citizens.

- Fourth recommendation: Heritage Value:

Protection of the city's cultural heritage: incorporation into the terms of the protected heritage at all levels of the immovable heritage and the culture of living. Revitalization and reurbanization like it was planned before around 1970-1980 will also contribute in recreation of Prishtina's identity which we do not have in these days.

Everything is changing every day without thinking what consequences are in the future. We did not just let anything which will show the time stamp in the future.

- Fifth recommendation: Improve Working Conditions:

Almost all the Government institutions are accommodated in buildings which are built before for different destination, so construction of buildings for Government complex will provide a possibility and best solution to create administrative conditions with standards.

- Sixth recommendation: Returning Social Buildings to the Owners - Back the Identity of the City

By returning social buildings to the real owners and to use those for the destination for what they are built (for ex: shopping center, media palace, student's center, different corporation buildings etc.).

By getting back the buildings in the origin this will contribute in development of social and cultural life also it will affect directly in to promotion and commercial growth down town of Pristina

- Seventh recommendation: Important facts why this complex of buildings need to be built

Construction of buildings for government complex will help to build New Prishtina where everything will be built by plan. In this area, near to Ajvalia, now is in the process of building the "Justice Palace", so part of administration of our state is planned to go there, near is also the "International Village", investment in infrastructure are not avoidable. This will help to understand that going there the central institutions of the state is not any more taboo.

Building a new complex will provide architectural aspects to which will inspire and dignify the place of Government.

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