



# WASTE MANAGEMENT IN 16 MUNICIPALITIES

# OPPORTUNITIES FOR INTER-MUNICIPAL COOPERATION

2016







**USAID**  
NGA POPULLI AMERIKAN  
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# Amount of waste produced in Kosovo



**0.9 kg/day**

Average amount of waste produced  
per year by one person in Kosovo

**334 kg.**



Amount of waste  
produced per year in Kosovo

**606.000** tons

**0.28%**

Hazardous Waste

**42.0%**

Biodegradable

**12.3%**

Other

**6.75%**

Textile

**(%)**  
of waste  
by type  
(2012)

**5.59%**

Metal

**6.57%**

Glass

**11.0%**

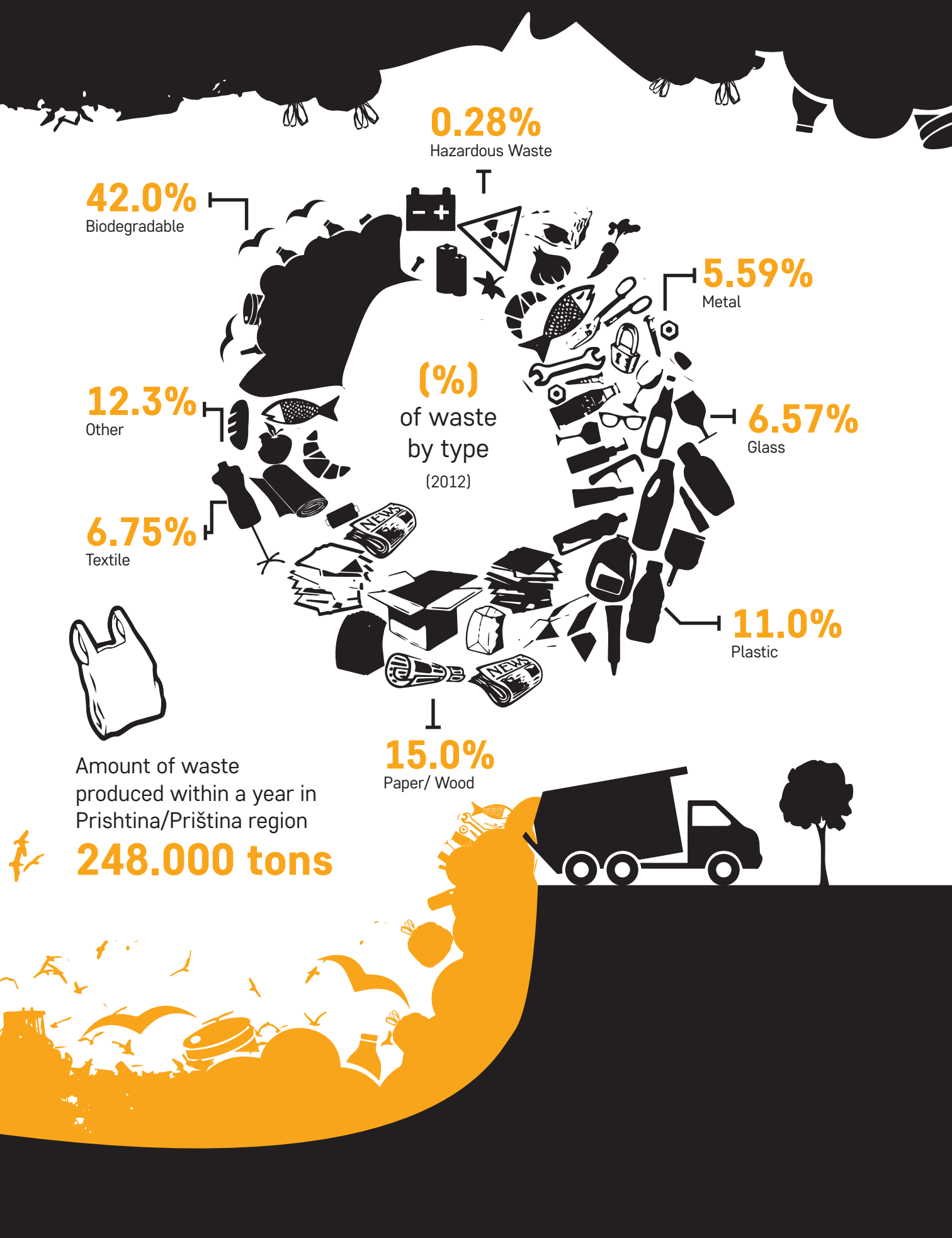
Plastic

**15.0%**

Paper/ Wood

Amount of waste  
produced within a year in  
Prishtina/Priština region

**248.000 tons**



# 1. INTRODUCTION

Municipalities in Kosovo face several problems which directly impact their performance as local governments. In a relatively high number of cases the problems are common among municipalities. Although a number of municipalities have introduced improved or innovative practices for their own localities, very little has been done on municipalities sharing their knowledge or resources with other municipalities. In other words, very little inter-municipal cooperation has been initiated between municipalities. According to the Association of Kosovo Municipalities (2010) Inter-Municipal Cooperation (IMC) refers to two or more neighboring municipalities working together to perform municipal administrative duties, provide public services to citizens and promote local development more efficiently and effectively than performing activities on their own. IMC's in Kosovo are few and dysfunctional in providing mutual services to citizens and reducing municipal costs. Mainly municipalities cooperate with each other in specific cases, though such cooperation is not formal (contract, agreement of understanding) (Association of Kosovo Municipalities, 2010). The legal framework for IMC's in Kosovo is established by the Article 124 of Constitution which states: "Municipalities have the right to inter-municipal cooperation and cross border cooperation, in accordance with the law". Furthermore, the Law on Local Self-Government specifies the right of municipalities to cooperate emphasizing that "municipalities shall be entitled to cooperate and form partnerships with other Kosovar municipalities to earn out functions of mutual interest, in accordance with the principles of the European Charter of Local Self Government and in accordance with the law" (Law on Local Self-Government, Article 28).

However, although little has been done regarding inter-municipal cooperation, there are opportunities for municipalities to pool their expertise and experiences to jointly solve common issues. Over time this type of inter-municipal cooperation can create the foundation for a sustainable municipal development strategy that will encourage municipalities to identify and meet their own development needs. It also encourages innovation in problem solving and provides municipalities with the capacity to identify and address issues together and in partnership with other municipalities as well as higher levels of government. Furthermore, cost sharing will be encouraged and promoted among municipalities.

This report has been drafted to analyze the current situation regarding waste management in 16 municipalities of Kosovo and propose opportunities for inter-municipal cooperation. The municipalities covered are Gračanica/Gračanicë, Klokot/Kllokot, Novo Brdo/Novobërdë, Parteš/Partesh, Ranilug/Ranillug, Štrpce/Shtërpcë, Gjilan/Gnjilane, Istog/Istok, Klinë/Klina, Obiliq/Obilić, Pejë/Peć, Vushtrri/Vučitrn, Mitrovica North, Leposavić/Leposaviq, ZubinPotok/ZubinPotok, and Zvečan/Zveçan. The main objective of this report is to identify joint problems municipalities face with regards to waste management and engineer joint response to these common problems.

The methodology used to identify problems faced with waste management involved conducting in-depth interviews with officials responsible for waste management. In most cases, the team conducted interview with directors for public services and with an official responsible for waste management (when there was one). The questionnaire for the interviews was conducted based on thorough analysis of local development strategies and secondary research that was available on waste management on the municipalities of interest. The questions were open ended and officials were encouraged to answer every question in detail. With the consent of the participants interviews were recorded and transcribed. The main reason for recording them is to not miss any details.

Findings from the interviews reveal that there are mainly two forms of cooperation between municipalities. The first one is regional companies that provide waste management services. The second form is disposing waste in common landfills. No other form of cooperation has been reported by the 16 municipalities. However, the officials from each municipality stated that they are willing to cooperate for the benefits of citizens.

The rest of the report is organized as follows. Section 2 presents, discusses, and analyses the findings from in-depth-interviews with 16 municipality officials who are responsible for waste management. The same section presents the common problems faced by 16 municipalities. Section 3 provides best practices of inter-municipal cooperation regarding waste in regional countries, more specifically in Croatia, Macedonia, Serbia and Montenegro. Section 4 presents joint opportunities for cooperation between municipalities.




# 2. CURRENT SITUATION


This section of the report depicts the current situation regarding waste in the 16 municipalities of Kosovo and common problems faced between municipalities. The analysis is based on information received from in-depth interviews held with municipality officials who are responsible for waste management.

## 2.1 MUNICIPAL LEVEL


## PEJA/PEĆ



Low level of awareness from citizens 


Old landfills 


No landfill


Low level of waste collection 

No board member in the company

Lack of a company responsible for waste mgmt


Lack of recourses to classify waste 

Lack of resources to recycle waste 

Lack of transfer stations 

Old equipment

Low level of tax collection

The landfill is managed by a different organization 

Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan

In **Peja/Peć**, waste is collected by the regional company Ambienti. It is important to mention that although the company is regional it functions more as a local company. The municipality is 100 percent owner of the company and has chosen a board which is composed only of members from Peja/Peć municipality. The municipal assembly has selected the committee of shareholders and the committee has chosen the board and the executive director who reports to the board. The board reports to the director of public services who then reports to the municipal assembly. The board is selected through an open call. According to municipality officials, around 98 percent of waste is collected in rural and urban zones. Waste is collected based on the local dynamic plan and mainly door to door. There is only one collection point which is close to the facility of the company.

Price for the service offered is around 5.00 Euros and it is the same for all types of customers. Municipality officials think that the flat rate for customers is not fair and have decided to draft a plan for categorizing prices based on types of customers. Around 60 percent of the tax is collected. Waste is deposited in the Peja/Peć regional landfill in Sverk village. The landfill is open and has a drainage system. In 2014 the municipality has invested in creating a lagoon and there is a pumping system. However, as it has been used by other municipalities as well, the conditions of the landfill have constantly deteriorated. Waste is not classified and not recycled. Everything is dumped at the same place. In 2013, the municipality has invested around 150.000 Euros in expanding the area of the existing landfill.

Municipality officials stated that treatment of waste is very expensive and the municipality does not have the funds necessary to invest. Furthermore, the municipality needs to invest in machinery to close down illegal

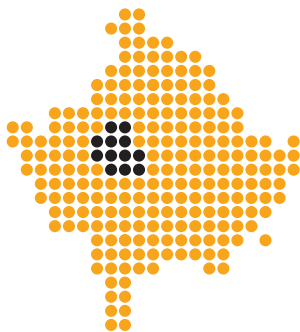
“

Around 60 percent of the tax is collected. Waste is deposited in the Peja/Peć regional landfill in Sverk village.



In 2013, the municipality has invested around 150.000 Euros in expanding the area of the existing landfill.

landfills which currently are five, one very big and four smaller ones. The large landfill is mainly with inert waste. It is very costly to remove the waste collected. Due to lack of funds needed for investment the municipality has organized an awareness campaign for the separation of waste. They are also working on drafting the plan for waste management which is funded by GIZ. Municipality officials stated that they are willing to cooperate with other municipalities for waste management.



## KLINË/KLINA

In **Klinë/Klina**, same as in Istog/Istok, the regional company **Ambienti** is responsible for collecting waste. Waste collection frequency varies from rural to urban areas. In rural areas, waste is collected once a week. In urban areas, waste is collected every second day in the main zone, which is the city center, and every third day in the second zone of the city. In the rural areas most of the waste is collected door to door. In the urban areas waste is mainly collected at collection points. In terms of population, the officers mentioned that around 95 percent of population is served by this company. All the villages are provided the service however there are some areas where the trucks cannot reach due to the geographical position. Clients pay slightly less than 5.00 Euros per month for the service and around 65 to 70 percent of the payment is collected.

Department for public services in **Klinë/Klina** monitors the activities of **Ambienti** branch that is located in the municipality. Municipal assembly appoints three members to supervise the company. These members are responsible to monitor the activities of the company and report during municipal assembly meetings. However the municipality does not have a board member in the company. Only **Peja/Peć**, as the largest shareholder of the company has board members. The smaller municipalities such as **Klinë/Klina**, **Istog/Istok**, **Deçan/Dečan** and **Junik/Junik** do not have a board member. These municipalities get to supervise only the units of the company that are located in the respective municipalities.

Waste is deposited in **Peja/Peć** regional landfill located in village **Sverk**. The landfill is open and has a drainage system. Municipality officials stated that the landfill should be closed and a new area should be secured. Waste dumped in the landfill gets periodically covered with layers of soil. No prior classification or recycling is



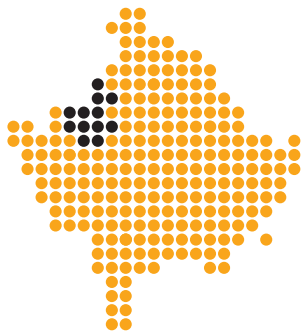
Clients pay slightly less than 5.00 Euros per month for the service and around 65 to 70 percent of the payment is collected.

done. The municipality helps the branch of the company in **Klinë/Klina** to organize volunteer based campaigns to clean up the city. Furthermore, the municipality has received 2,000 family waste baskets from **USAID**. Regarding regulations, the municipality of **Klinë/Klina** has a plan for waste management; however, it does not have a regulation, but they are currently working on drafting the regulation and expect to have it ready by the beginning of 2016. Due to no regulation on waste management the inspectors cannot issue tickets. Furthermore, the municipality does not have an inspector for waste management. Inspectors that are employed in the municipality are engaged in other sectors.

Currently, municipality of **Klinë/Klina** cooperates with **Peja/Peć** since **Ambienti** is a regional company administered by **Peja/Peć**, but not with other municipalities in the region. The municipality is willing to engage in inter-municipal activities that contribute to a better management and treatment of waste. Furthermore, municipal officials proposed to organize awareness campaigns that would increase the level of awareness of citizens to reduce the amount of waste and throw the waste at the specified places.

- .....
- Low level of awareness from citizens 
- .....
- Old landfills
- .....
- No landfill
- .....
- Low level of waste collection 
- .....
- No board member in the company
- .....
- Lack of a company responsible for waste mgmt
- .....
- Lack of recourses to classify waste 
- .....
- Lack of resources to recycle waste 
- .....
- Lack of transfer stations
- .....
- Old equipment 
- .....
- Low level of tax collection
- .....
- The landfill is managed by a different organization
- .....
- Low level of coverage
- .....
- Lack of waste management plan
- .....
- Lack of financial resources to implement the plan
- .....

## ISTOG/ISTOK



Low level of awareness from citizens



Old landfills

No landfill

Low level of waste collection



No board member in the company

Lack of a company responsible for waste mgmt

Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment



Low level of tax collection

The landfill is managed by a different organization

Low level of coverage



Lack of waste management plan

Lack of financial resources to implement the plan



In **Istog/Istok**, the regional company **Ambienti** is responsible for collecting waste. **Ambienti** offers services in four other municipalities **Pejë/Peć**, **Klinë/Klina**, **Deçan/Dečan** and **Junik/Junik**. However, the company does not offer its services in the whole territory. Approximately 40 percent of the territory is covered; this includes 12 villages and the city. The company cannot cover all the territory due to lack of personnel and equipment. Most of waste is collected at collection points. The fee of approximately 5.00 Euros is similar to other municipalities. Around 70 percent of the payment gets collected. Municipality officials mentioned that the payment rate is higher for households located in the villages than for households located in the city.

**Ambienti** is a public regional company. As such, Ministry of Economic Development (MED), based on the Law No. 03/L -087 on Public Enterprises, through the Unit for Policy and Monitoring, is responsible for overseeing and monitoring the operations of public enterprises that are owned by the Government of the Republic of Kosovo. The company that is responsible for managing the landfills is also public and monitored by MED. However, besides the central level monitoring, the department for Public Services monitors the activities of the company **Ambienti**. Monitoring is regulated by a memorandum of understanding which dictates that each municipality can monitor the unit/branch of the company that is located in the respective municipality. The municipality is a shareholder in the company. Although legally the company is a regional company, **Istog/Istok** does not have a board member. Only **Peja/Peć**, where the head office is located, as the biggest municipality has board members. The municipality monitors the activities of the unit in **Istog/Istok** through a committee composed of three members who are assigned by the municipal assembly.

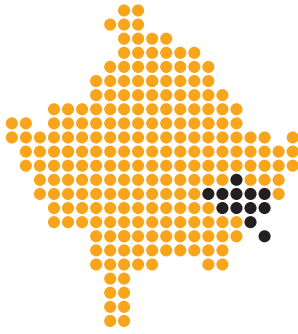
Waste is temporarily deposited in the local landfill located in **Istog/Istok**. This landfill has been used by the municipality as a transfer



Approximately 40 percent of the territory is covered; this includes 12 villages and the city.

station since 2002. From this location, waste is transferred to the final landfill which is located in village **Sverk, Pejë/Peć**. The temporary landfill in **Istog/Istok** does not have a drainage system that stop the waste from polluting underground water. Meanwhile, the landfill in **Peja/Peć** has a drainage system however it does not function properly. The landfills operate without fulfilling any hygiene standards. Waste is neither classified nor recycled when disposed in the landfill. However, the municipality is planning to build a transfer station worth 0.5 million Euros. The land has been secured and the investment is planed by municipality officials to be financed by the government. The municipality has also invested in opening landfills. One landfill was opened in 2009 but it has been closed. In 2014, another landfill was opened at a location that is appropriate for dumping waste. These are just short term solutions until a transfer station is built. A private company has shown interest in recycling and requested land and property form the municipality that is close the where the transfer station is planned to be built. However, the municipality is waiting for the company to start investing. If the company does not invest in the next two years, municipality officials will cancel the contract.

Regarding legislation, **Istog/Istok** municipality has adopted a regulation for waste management. However, it is not being implemented since proper implementation requires a lot of funds. Due to lack of funds needed the regulation is being implemented partially. As a result of this, there are around 28 illegal landfills in **Istog/Istok** area.



## GJILAN/GNJILANE

- .....
- Low level of awareness from citizens 
- .....
- Old landfills 
- .....
- No landfill
- .....
- Low level of waste collection 
- .....
- No board member in the company
- .....
- Lack of a company responsible for waste mgmt
- .....
- Lack of recourses to classify waste 
- .....
- Lack of resources to recycle waste 
- .....
- Lack of transfer stations 
- .....
- Old equipment
- .....
- Low level of tax collection
- .....
- The landfill is managed by a different organization 
- .....
- Low level of coverage
- .....
- Lack of waste management plan
- .....
- Lack of financial resources to implement the plan
- .....

In **Gjilan/Gnjilane** the regional company Eko-Higjiena is responsible for waste collection. This company is the first public-private company that is responsible for waste collection. Frequency of waste collection varies. For households, waste is collected once a week while in the center of the city waste is collected every day, usually in large containers of 1.1 m<sup>3</sup>. The company is responsible for collecting waste in city parks and cemeteries as well. The company has relatively new equipment and compared to other municipalities of Kosovo they are in much better standing. The municipality has also received 4,200 new containers as part of a grant. Regarding coverage, almost the entire territory of Gjilan/Gnjilane municipality is covered with waste collection service, except for some geographic areas that are difficult to reach. Payment for the service is slightly lower than 5.00 Euros and according to municipality officials around 76 percent of payment is collected.

Although the company responsible for waste collection, Eko-Higjiena, is a public-private company, the organizational structure is similar to being a public company. The committee of shareholders, which is composed of three members, is elected from the municipal assembly. Besides shareholders, there is an executive board where the largest shareholder has the right to one additional member. The company owns 51 percent while the municipality owns 49 percent of the shares. The company is responsible for reporting to the municipal assembly. According to municipality officials, there is a monitoring plan in place used to monitor the activities of the company. The municipality has given the service and client base to the company. Now the municipality waits from the company to do its job properly.

Waste collected is transferred in the regional landfill located in Gjilan/Gnjilane. The same

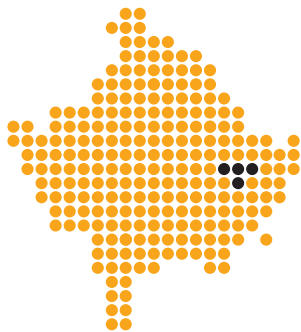


Payment for the service is slightly lower than 5.00 Euros and according to municipality officials around 76 percent of payment is collected.

landfill is used by eleven other municipalities. If analyzed in territorial terms, that landfill is used by 12 percent of Kosovo's territory. The landfill is opened and waste is not classified. Waste in Gjilan/Gnjilane is not recycled; however, municipality officials stated that Eko-Higjiena has planned to invest 1.5 million in recycling. In year 2004, municipality officials have closed down a landfill by covering nine hectares of waste. It was a detailed project. Humus was spread layer by layer and ventilations points were set. Once the process was completed the landfill was declared as closed.

The existing landfill is managed by the public company responsible for managing landfills. The municipality officials see this as a problem and want to transfer management of the landfill to the municipality. Another problem that the municipality is facing is lack of human resources who are responsible for waste management and lack of an inspector who inspects waste dumping. Without a proper unit for waste management, where at least four people would be employed and an inspector, there is little that can be done to preserve the environment from illegal dumping. Regarding legislation, besides the monitoring plan, the municipality is currently drafting the strategy on waste management 2015-2020. The strategy is part of the project supported by GIZ in Kosovo.

## NOVO BRDO/NOVOBĚRDĚ



Low level of awareness from citizens



Old landfills

No landfill

Low level of waste collection



No board member in the company



Lack of a company responsible for waste mgmt

Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment

Low level of tax collection



The landfill is managed by a different organization



Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan

In **Novo Brdo/Novobërdë**, the company responsible for waste collection is the public-private company from Gjilan/Gnjilane, “Eko Higijena”. Waste is collected once per week or more if needed, and is transported by truck that is in solid condition. The company collects around 1,680 tons of waste per year. The vast majority, 95.83 percent, of the population is covered by the service. Waste is collected in rural areas as all territory of the municipality is actually a rural area. The cost of the service is 5.00 euros per household and only 37 percent of households pay the fee. Waste is deposited in the public-regional landfill located in Gjilan/Gnjilane without being classified or recycled.

Since the company is owned 51 percent privately and 49 percent by Gjilan/Gnjilane municipality, Novo Brdo/Novobërdë does not have the right to monitor it nor does it have its representatives in the board. The only mechanism to protect its interests is the memorandum between the municipality and the company. Furthermore, Novo Brdo/Novobërdë provides premises to the company and supports them by registering their vehicles.

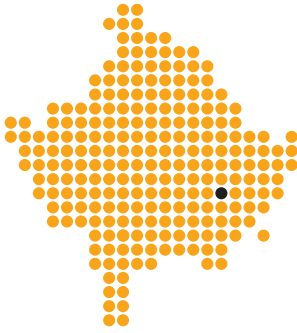
Up to now, municipality of Novo Brdo/Novobërdë did not establish any cooperation with other municipalities regarding waste management. Although it is interested to cooperate with other municipalities, it is not interested to have a transfer station on the territory of its municipality. If the transfer station would be in some other municipality then municipality officials would be interested to cooperate. Regarding regulations, the municipality does not have a waste management plan.



The company collects around 1,680 tons of waste per year. The vast majority, 95.83 percent, of the population is covered by the service.

Since the company is owned 51 percent privately and 49 percent by Gjilan/Gnjilane municipality, Novo Brdo/Novobërdë does not have the right to monitor it nor does it have its representatives in the board.





## PARTEŠ/PARTESH

Low level of awareness from citizens	✗
Old landfills	
No landfill	
Low level of waste collection	✗
No board member in the company	
Lack of a company responsible for waste mgmt	✗
Lack of recourses to classify waste	✗
Lack of resources to recycle waste	✗
Lack of transfer stations	✗
Old equipment	
Low level of tax collection	✗
The landfill is managed by a different organization	
Low level of coverage	✗
Lack of waste management plan	✗
Lack of financial resources to implement the plan	

In **Parteš/Partesh**, municipal officers provide the service of waste collection and transportation. According to law in force, the municipality should not do the waste collection, but since there is no company contracted for the service municipality officials have to provide the service. Since the service provider needs to have a license for waste disposal, the municipality of Parteš/Partesh is paying the public-private company Eko Higijena for the license. In return, Eko Higijena provides the billing system. Parteš/Partesh does not have a representative in the board of Eko-Higijena. Waste is collected four days a week and is transported by a truck that is in solid condition. Around 4.5 tons of waste per day is collected in the municipality of Parteš/Partesh.

Regarding coverage, only 17 percent (160 out of 950) of the households are offered the service. The price for the service is 3.20 Euros per household, however only 22 percent of the households pay for the service. Municipality officials stated that they have a monthly plan of operations that they follow and municipal officers working in the department for public services monitor if the plan is being implemented. Waste is deposited four times a week at the public-regional landfill in Gjilan/Gnjilane. The landfill is open and waste is disposed without being classified. Municipality officials stated that the department for public services has made a proposal to the municipal assembly to allocate land for landfills that will be used for rubble, livestock manure and dead animals. Since the municipality provides the services itself it does not provide any institutional, infrastructural or financial support to Eko-Higijena. The municipality only pays for the license and billing system.

Since Parteš/Partesh is a relatively new municipality, it did not establish cooperation with any municipality regarding waste



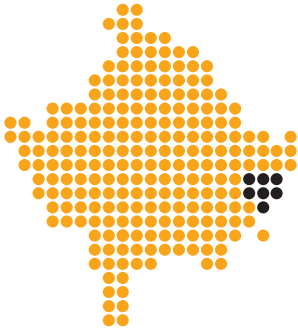
Regarding coverage, only 17 percent (160 out of 950) of the households are offered the service. The price for the service is 3.20 Euros per household, however only 22 percent of the households pay for the service.



Since Parteš/Partesh is a relatively new municipality, it did not establish cooperation with any municipality regarding waste management.

management. However, officials stated that they are always willing to cooperate. They would also be interested to establish transfer stations where waste can be classified and stored for a limited period of time and then transported to treatment centers. Regarding regulations, the municipality does not have a waste management plan.

## RANILUG/RANILLUG



Low level of awareness from citizens



Old landfills

No landfill

Low level of waste collection



No board member in the company

Lack of a company responsible for waste mgmt



Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment



Low level of tax collection

The landfill is managed by a different organization

Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan



In **Ranilug/Ranillug**, same as in Klokot/Kllokot and Parteš/Partesh, there is no public company contracted to provide the service of waste collection. As such the municipality needs to provide the service itself. Since the service provider needs to have a license for waste disposal, the municipality has to pay Eko-Higjiena for it. The municipality, as the provider of the services, has the complete responsibility for waste management. Employees of the public sector department report to the director of the department.

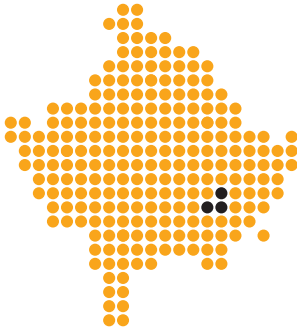
Waste is collected once a week and is transported by truck that the municipality received as a donation from USAID. Around 100 tons of waste per month is collected in Ranilug/Ranillug and 100 percent of the population is covered by the service. The price for the service is 3.20 Euros and almost 75 percent of households pay for the service. Waste is disposed at the public-regional landfill in Gjilan/Gnjilane. Officials are not aware of what happens to waste once disposed in the landfill. The municipality has drafted an action plan on waste management but due to limited capacities it is not able to fully implement it.

Due to a limited budget, the municipality is not able to classify waste or recycle it. However, there is a private company that collects plastic bottles for recycling. Lack of human and financial capacities hinder Ranilug/Ranillug from building a transfer station where waste can be classified and then transported to a treatment facility. Municipality officials stated that they are willing to cooperate with other municipalities for waste management.




Around 100 tons of waste per month is collected in Ranilug/Ranillug and 100 percent of the population is covered by the service. The price for the service is 3.20 Euros and almost 75 percent of households pay for the service. Waste is disposed at the public-regional landfill in Gjilan/Gnjilane






## KLOKOT/KLLOKOT


Low level of awareness from citizens 


Old landfills


No landfill


Low level of waste collection 

No board member in the company


Lack of a company responsible for waste mgmt 

Lack of recourses to classify waste 

Lack of resources to recycle waste 

Lack of transfer stations 


Old equipment

Low level of tax collection 

The landfill is managed by a different organization

Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan 

In **Klokot/Klllokot**, the municipality itself provides the waste collection service as no company is contracted for the service. However, since it is necessary to have a license for waste collection and disposal, the municipality pays the regional company Eko-Higjiena, which is based in Gjilan/Gnjilane, for the license. In return, Eko Higjiena provides the billing system. Waste is collected once a week and transported with a truck that is in a solid condition. On average, the municipality of Klokot/Klllokot collects around 980 tons of waste per year.

All of the population is covered by the service and waste gets collected in all areas. The price for the service is 5.00 Euros and around 50 percent of the customers pay. Waste is deposited without being classified at a regional landfill located in Gjilan/Gnjilane. Since the landfill is not located in Klokot/Klllokot, municipality officials are not aware of what happens after waste is deposited in the landfill. Municipality officials who offer waste collection service are required to report to the Director of the Department for Public Services. Similar to other municipalities, the company does not do any recycling.

The municipality has a plan for waste management; however its implementation is not done fully as a lot of funds are required. The municipality needs both human and financial recourses to efficiently manage waste produced. Regarding cooperation with other municipalities, Klokot/Klllokot has cooperated with municipality of Vitia, mainly on experience exchange, and providing help with waste transportation. Furthermore, they have discussed with municipality officials from Vitia to build a transfer station where waste can be classified, stored for a limited period of time, and transported in treatment centers but both municipalities lacked finances.



On average, the municipality of Klokot/Klllokot collects around 980 tons of waste per year.



The municipality itself provides the waste collection service as no company is contracted for the service.



The municipality has a plan for waste management; however its implementation is not done fully as a lot of funds are required



## ŠTRPCE/SHTËRPÇË

In **Štrpce/Shtërpçë**, the company responsible for waste collection is the New Public Utility Company “Štrpce”. This is a municipal company which was established and still operates within the system of Republic of Serbia. Director for Public Services in the municipality of Štrpce/Shtërpçë mentioned that they are in the process of establishing a new municipal company; however, the Ministry of Economic Development has halted the processes of establishment of new public enterprises for a period of time.

Waste is collected door to door and it is done once a week in the villages and two times per week in the main street in Štrpce/Shtërpçë. Four trucks that are in very good condition are used to transport waste. Two trucks were received as a donation from USAID in 2011. Almost 80 percent of the population is covered by the service (13 out of 15 villages). Waste is collected in all rural areas as Štrpce/Shtërpçë is mainly a rural area. Price for the service is 3.00 Euros per household but 40 to 50 percent of households actually pay for the service. Waste is deposited two times a week in the regional landfill in Gjilan/Gnjilane and occasionally in transfer station in Grlica/Gërlica, Štrpce/Shtërpçë.

Regarding monitoring, municipality inspectors and officials from the department of Public Services inspect the areas to see if waste is collected. Inspection is done without a plan but on ad hoc basis. Furthermore, the municipality does not have any plan for waste management. The parallel municipality that operates under the Government of Republic of Serbia has the right to appoint the supervisory board. Even though the company responsible for waste collection is not from Kosovo, the municipality of Štrpce/Shtërpçë provided the company with trucks, and pays the registration and maintenance of the trucks. Though the municipality has a transfer station in Grlica/Gërlica, they are willing to cooperate with other municipalities since in this way they could reduce costs.



Almost 80 percent of the population is covered by the service (13 out of 15 villages).



Waste is deposited two times a week in the regional landfill in Gjilan/Gnjilane



The parallel municipality that operates under the Government of Republic of Serbia has the right to appoint the supervisory board.

Low level of awareness from citizens



Old landfills

No landfill

Low level of waste collection



No board member in the company

Lack of a company responsible for waste mgmt



Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment



Low level of tax collection



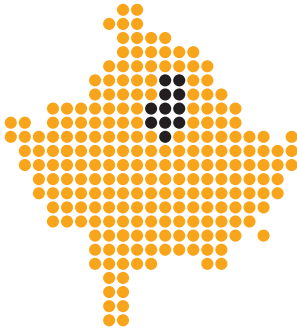
The landfill is managed by a different organization

Low level of coverage

Lack of waste management plan



Lack of financial resources to implement the plan



## VUSHTRRI/VUČITRN

Low level of awareness from citizens	✗
Old landfills	✗
No landfill	
Low level of waste collection	✗
No board member in the company	
Lack of a company responsible for waste mgmt	
Lack of recourses to classify waste	✗
Lack of resources to recycle waste	✗
Lack of transfer stations	
Old equipment	✗
Low level of tax collection	✗
The landfill is managed by a different organization	
Low level of coverage	
Lack of waste management plan	
Lack of financial resources to implement the plan	✗

In **Vushtrri/Vučitrn**, the regional company Uniteti is responsible for collecting waste. Department for public services is responsible for drafting policies and helping the company deliver efficient services. Recently, the plan for waste management (2016-2020) has been drafted and approved and now the municipality is looking for funds so that they can start implementing the plan. According to the plan, a private company is expected to be contracted for waste collection and management. This decision has been made due inefficiency of the company caused by lack of human resources and equipment. Around 36 tons of waste are collected per day by Uniteti while 54 tons are produced per day. Some part of the waste is collected door to door while the other part at collective containers. Municipality officer did not know the exact statistics on the percentage of people that get served with waste collection services. However, they had detailed information on the type of waste produced and collected. The company serves only part of the city. That is why the municipality plans to contract a private company to collect waste.

For waste collection service, customers pay around 4.5 Euros. Only 45 percent of the payment is actually collected. Waste is stored at the regional landfill that is managed by Uniteti. In other regions the landfills are managed by the public company responsible for management of landfills (KRDM) while in Vushtri it is actually managed by the same company. Municipality officials saw this as an advantage to other municipalities. In the same landfill, Malisheva/Mališevo, and Skenderaj/Skendaraj throw their waste as well. The landfill was established in 2001; it is open and has a drainage system. Vushtrri/Vučitrn has created a partnership with a municipality in Sweden which has helped them in establishing the plan for waste management. The officer noted that it is a great challenge to actually implement

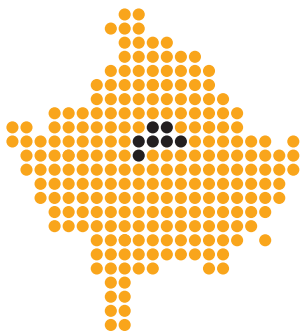


Municipality officials stated that if they continue as it has been done for the last 15 years the landfill will need to be closed down in 10 years.

the law on waste management as a lot of funds are required and the municipalities do not have such funds.

Waste thrown in the landfill is not classified. However, the plan on waste management foresees waste to be classified so that one part is used for composting. Municipality officials stated that if they continue as it has been done for the last 15 years the landfill will need to be closed down in 10 years. The officer also noted that their municipality is one step ahead from other municipalities since they have established a facility (funded by a grant from European Union Office in Kosovo) for packaging of recyclable waste. The facility is actually being equipped. However, Uniteti cannot expand its services into recycling, so the municipality has decided to hire a private company that will collect waste, classify and recycle.

Municipality officials stated that Prizren/Prizren, which has implemented a four year waste management project funded by the Japanese Government, has been taken as a role model and they are trying to follow the same steps. Regional cooperation with other municipalities on waste management has been regarded as very necessary and beneficial.



## OBILIQ/OBILIĆ

Low level of awareness from citizens



Old landfills



No landfill

Low level of waste collection



No board member in the company

Lack of a company responsible for waste mgmt

Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment



Low level of tax collection

The landfill is managed by a different organization



Low level of coverage



Lack of waste management plan

Lack of financial resources to implement the plan

In **Obiliq/Obilić**, regional company Pastrimi is responsible for providing waste collection services. Besides serving Obiliq/Obilić, Pastrimi serves six other municipalities: Prishtina/Priština, Fushe Kosove/Kosovo Polje, Drenas/Drenas, Lipjan/Lipljan, Podujevë/Podujevo, and Gračanica/Graçanicë. Waste is collected twice a week in urban areas and once a week in rural areas of Obiliq/Obilić. Waste is transported with trucks that are property of the regional company. The trucks are not in perfect standing. Two types of containers are used by citizens to throw waste, collective ones that are 10 cubic and smaller ones 1.1 cubic and family waste baskets. Villages are equipped with containers of 1.1 cubic that serve up to four families. Method of collection varies from urban to rural areas. In the urban areas most of the waste is collected door to door. There are only two collections points in the urban area. In the rural areas waste is mainly collected at collection points.

From 18 villages that Obiliq/Obilić municipality has, six are covered by waste collection services and five are in process of being offered the service. The company cannot serve all the villages due to geographical position and road infrastructure. There are some neighborhoods where there are only four to five houses that are spread far from one another. In terms of population, the officers mentioned that around 70 percent of the population is served. Clients pay around 4.60 Euros per month for the service. Around 70 percent of the payment gets collected.

Pastrimi is a public regional company and as such, MED based on the Law No. 03/L-087 on Public Enterprises, through the Unit for Policy and Monitoring, is responsible for overseeing and monitoring the operations of public enterprises that are owned by the Government of the Republic of Kosovo. There is a regional office of the company in



From 18 villages that Obiliq/Obilić municipality has, six are covered by waste collection services and five are in process of being offered the service.



In terms of population, the officers mentioned that around 70 percent of the population is served. Clients pay around 4.60 Euros per month for the service. Around 70 percent of the payment gets collected.

Obiliq/Obilić where around 16 people are employed. The municipality owns 3 percent of the shares of Pastrimi. It appoints a member in the board of the company. The member is selected through an open call. The call gets published, the municipal commission composed of three members recommends a candidate and that candidate is voted by the municipal assembly. The municipality monitors the activities of the company through its board member. The municipality has invested in 450 family waste baskets. No other investment is being offered to the company by the municipality. Furthermore, the municipality has stopped its financial support to the company since they believe that the company has not been fair. The director of

Two types of containers are used by citizens to throw waste, collective ones that are



and smaller ones



Villages are equipped with containers of 1.1 cubic that serve up to four families.



public services believes that the company has invested more in the other municipalities. They believe that the company has done very little investment in Obiliq/Obilić.

Since 2005, waste is disposed in Mirash landfill, which geographically is part of Obiliq/Obilić municipality and is used by six other municipalities that Pastrimi covers. The location of the landfill was set through a decision made by the municipal assembly. The landfill is open and does not have any drainage system. There is a problem with the treatment of water. Part of the landfill floats on the water that has been created from the rain and underground waste. Another problem is straight dogs that wonder around that area and crows. Until lately, there were eight illegal landfills but five were closed and three are in the process of being closed. These landfills were created mainly from inert construction waste.

When deposited in the landfill, waste is not selected or classified. All that the company does is periodically cover the waste with layers of soil. No management or aftercare of the landfill is done. The municipality does not engage in any recycling activity since it is very costly and they do not have the necessary budget. The director for public services stated that it will take decades to overcome the damage caused to Obiliq/Obilić by all the chemical waste being dumped in the landfill.

Regarding legislation, the plan for waste management is being prepared as part of a project implemented by GIZ. After the plan is approved, a master plan of activities will be prepared as well. Up till now they have not established any cooperation with any municipality. The director believes that Obiliq/Obilić is at great disadvantage since the landfill is located in the municipality.

The municipality is willing to engage in activities that contribute to better management



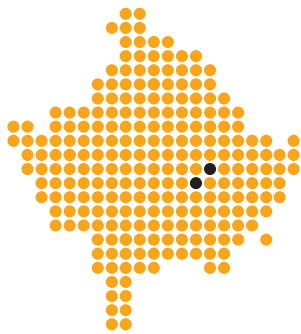
Furthermore, the municipality has stopped its financial support to the company since they believe that the company has not been fair. The director of public services believes that the company has invested more in the other municipalities. They believe that the company has done very little investment in Obiliq/Obilić.



The director for public services stated that it will take decades to overcome the damage caused to Obiliq/Obilić by all the chemical waste being dumped in the landfill.

and treatment of waste. The director for public services mentioned that they are thinking of creating a municipal company that would be responsible for waste management. In that way the municipality of Obiliq/Obilić would be the only stakeholder. Furthermore, the municipality officials are negotiating with an investor from Germany who is interested in producing energy from the waste.

## GRAČANICA/GRAČANICË



Low level of awareness from citizens



Old landfills

No landfill

Low level of waste collection



No board member in the company



Lack of a company responsible for waste mgmt

Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment



Low level of tax collection



The landfill is managed by a different organization



Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan

In **Gračanica/Gračanicë**, the regional company Pastrimi is responsible for waste collection. Waste is collected two times per week from containers and is transported with truck. One of the trucks used for waste transportation was received as a donation to the municipality from USAID and it is in a very bad condition. Its condition is so bad that the driver and coordinator in charge of that unit said that it would hardly be able to pass technical inspection for next registration. The other truck used is property of the company Pastrimi and it is in a little bit better condition. According to municipality officials, 203 tons of waste per month is collected in Gračanica/Gračanicë. Waste is collected in all of Gračanica/Gračanicë's territory and 100 percent of the population is covered by the service. The cost of the service is almost 5.00 Euros per household. Municipality officials did not know the exact percentage of the tax that gets collected but stated that a very small percentage of customers pay for the service.

The municipality has appointed one employee who is responsible for waste management and monitoring the work of the Pastrimi unit in Gračanica/Gračanicë. The municipality has had a waste management plan for year 2011 and 2012. As of mid-2015, the officials have started to work on drafting a waste management plan with the help of donor organization. Gračanica/Gračanicë does not have representatives on the board of the company and as such the municipality official interviewed was not aware of the procedures required for the appointment of board members.

Waste is deposited at the public regional landfill in Obiliq/Obilič. Municipality officials are not aware if anything else happens to the waste after being deposited in the landfill as the landfill is outside of their territory. Currently, in the municipality of Gračanica/Gračanicë, there are 21 illegal landfills. The officials stated that they are trying to turn one of the landfills into a transfer station. The municipality does not have the required funds and human resources



According to municipality officials, 203 tons of waste per month is collected in Gračanica/Gračanicë.



Waste is deposited at the public regional landfill in Obiliq/Obilič.

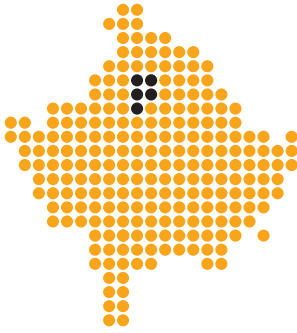


In the municipality of Gračanica/Gračanicë, there are 21 illegal landfills.

needed for recycling of waste. Municipality of Gračanica/Gračanicë, based on a memorandum between the Mayor and executive director of waste management company, pays the company 9,828 Euros. The payment includes salaries for staff (coordinator, collector, and driver) fuel costs, waste disposal fee, servicing and maintenance of vehicles and containers.

Regarding cooperation, Gračanica/Gračanicë is very interested in building a transfer station that can be used by other municipalities as well. The officials stated that they have discussed with the Ministry of Environment regarding transfer stations and if the ministry would more easily approve a transfer station for the two municipalities than for one, it would be a good possibility to cooperate.






## MITROVICA NORTH

In **Mitrovica North**, the company responsible for waste collection is Public Communal Company "Standard". This is a public company that was established and still operates within the system of Republic of Serbia. Three years ago, when the Administrative Office of Mitrovica North was established, officials proposed that a private company be licensed in order to get funds for waste management, however nothing was undertaken.




Public company that was established and still operates within the system of Republic of Serbia.


Low level of awareness from citizens 


Old landfills


No landfill 


Low level of waste collection 


No board member in the company


Lack of a company responsible for waste mgmt 

Lack of recourses to classify waste 

Lack of resources to recycle waste 

Lack of transfer stations 


Old equipment 

Low level of tax collection 

The landfill is managed by a different organization

Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan 

Waste is collected every day and mainly in large containers. Only in one of the villages, there are no containers and citizens collect their waste in plastic bags or cans, and then "Standard" picks it up from a specified spot. The trucks of the company are used to transport waste. These trucks are in very bad condition, and only one out of three is in a better condition, other two are damaged to a great extent. Waste collection service covers around 80 percent of citizens. One part of Suhodoll i Epërm/Suvi Do is covered by the service of the company from Mitrovica South. The price for the service is around 3.00 Euros per household, but still about 99 percent of citizens do not pay for this service.

Officially the municipality does not have any mechanism to protect its interests. The parallel municipality that operates under the Government of Republic of Serbia is in charge of monitoring the company and has a right to appoint the supervisory board. The cooperation with the new municipality is unofficial.

At the moment waste is being transported to Zubin Potok/Zubin Potok as the only operational landfill is over there. Standard fee is paid for depositing the waste in the landfill. The only selection process that is done is separate medical waste from other types of waste. The officer interviewed did not have any information as to what happens to waste after it is deposited.

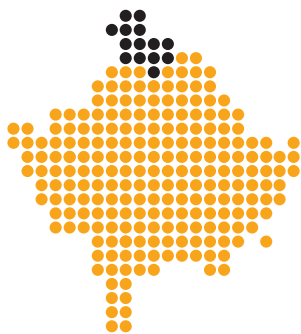
The municipality does not cooperate with the company at the official level. However, they are

planning to purchase two trucks for waste collection. Buying the trucks will be first support in terms of funding. Aside from the trucks, the municipality has had a couple of joint activities for cleaning the Ibar River, where the company Standard was engaged to collect the waste.

The municipality has drafted a Local Plan for Waste Management, but it has not been adopted yet. The reason for this is that municipal assembly was recently established. This plan is essentially being implemented except for the classification part. It is not fully implemented due to lack of capacities, lack of funds and infrastructure. An activity foreseen in the plan is to build a transfer station for classification of waste.

Mitrovica North cooperates with municipality of Zubin Potok/Zubin Potok for depositing the waste in the landfill located in their territory. Previously, they have cooperated with Zvečan/Zvečan as well because the previous landfill was on their territory. This landfill was on private land and Mitrovica North had to pay a fee so they switched to Zubin Potok/Zubin Potok landfill. They are also willing to cooperate with Mitrovica South in order to use the licensed landfill in Koshutov.

## LEPOSAVIĆ/LEPOSAVIQ



Low level of awareness from citizens



Old landfills

No landfill



Low level of waste collection



No board member in the company

Lack of a company responsible for waste mgmt



Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations



Old equipment



Low level of tax collection



The landfill is managed by a different organization

Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan

In **Leposavić/Leposaviq**, the company responsible for waste collection is Public Communal Company “24 Novembar”. This company has been established by the parallel municipality in Leposavić/Leposaviq. The parallel municipality that operates under the Government of Republic of Serbia is in charge of the company and as such it has the right to appoint the supervisory board.

In the urban area of Leposavić/Leposaviq waste is collected every day while in the villages and around the city three times a week. In the rural areas, waste is collected once a week. During a day around 15 tons of waste is collected from containers. Around 65 percent of citizens are offered with waste collection service, including the rural areas as well. Municipality officials stated that the price for the service depends on the surface of the house/apartment. However, none of the customers pay for the service.

Until the end of 2012, waste was disposed in landfill in Balaban village, Zvečan/Zvečan. However, once the landfill was closed, Leposavić/Leposaviq established its own local landfill. The establishment of the landfill was not based on any regulation or standard, nor does it have a drainage system, but they did not have any other option. Waste dumped in the landfill is not selected or recycled. After deposited in the landfill, waste is compacted and covered with soil. This process is repeated continuously. The company has tried to increase the awareness of citizens and foster waste minimization. However, according to the officials, without having the proper human resources and equipment increasing the awareness of citizens has little meaning. Regarding cooperation, municipality officials mentioned that one possibility would be the creation of a joint landfill that would be used by Leposavić/Leposaviq, Zvečan/Zvečan and Mitrovica North. However, they



Around 65 percent of citizens are offered with waste collection service, including the rural areas as well.



The company responsible for waste collection is Public Communal Company “24 Novembar”. This company has been established by the parallel municipality in Leposavić/Leposaviq.

are open to cooperate with other municipalities as well. Regarding regulations, the municipality does not have a waste management plan.





## ZVEČAN/ZVEÇAN

Low level of awareness from citizens	✗
Old landfills	✗
No landfill	✗
Low level of waste collection	✗
No board member in the company	
Lack of a company responsible for waste mgmt	✗
Lack of recourses to classify waste	✗
Lack of resources to recycle waste	✗
Lack of transfer stations	✗
Old equipment	✗
Low level of tax collection	
The landfill is managed by a different organization	
Low level of coverage	
Lack of waste management plan	✗
Lack of financial resources to implement the plan	

In **Zvečan/Zveçan**, the company responsible for waste collection is the Public Housing and Communal Company “Zvečan/Zveçan”. Parallel municipality that operates under the Government of Republic of Serbia is in charge of monitoring the company and has a right to appoint the supervisory board. The company is supported financially by the budget that the parallel institution gets from the government of Republic of Serbia.

Waste is collected every day in the Zvečan/Zveçan, and once a week in villages. Two trucks that are in good condition are used to transport waste. Around 70 to 80 percent of citizens are covered by the service. The cost of the service is around 2.00 euros per household and the payment collected is around 80 percent. Zvečan/Zveçan municipality does not have a legal landfill. At the moment the municipality is using temporary dump. This dump has some clay layers that serve as drainage. Municipality officials did not know the exact rate of tax collection. After being disposed in the dump, waste is covered with layers of soil. The municipality does not have a plan or strategy on waste management.

The municipality officials stated that they have applied for funding together with municipality of Mitrovica North, Zubin Potok/Zubin Potok and Leposavić/Leposaviq for a joint regional waste management project. One of the activities of the project is construction of a landfill in the territory of Zvečan/Zveçan. However, they would also be interested to cooperate in building a transfer station. Regarding regulations, the municipality does not have a waste management plan.

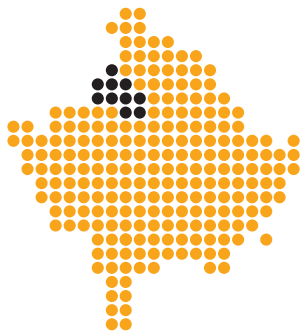


The company responsible for waste collection is the Public Housing and Communal Company “Zvečan/Zveçan”. Parallel municipality that operates under the Government of Republic of Serbia is in charge of monitoring the company and has a right to appoint the supervisory board



Zvečan/Zveçan municipality does not have a legal landfill. At the moment the municipality is using temporary dump. This dump has some clay layers that serve as drainage.

## ZUBIN POTOK/ZUBIN POTOK



Low level of awareness from citizens



Old landfills

No landfill



Low level of waste collection



No board member in the company

Lack of a company responsible for waste mgmt



Lack of recourses to classify waste



Lack of resources to recycle waste



Lack of transfer stations

Old equipment



Low level of tax collection



The landfill is managed by a different organization

Low level of coverage

Lack of waste management plan

Lack of financial resources to implement the plan

In **Zubin Potok/Zubin Potok**, the company responsible for waste collection is the Public Municipal Company “Zubin Potok/Zubin Potok” which was established by the parallel municipality. Since the company is owned by a parallel institution, municipality of Zubin Potok/Zubin Potok does not have any mechanism to protect its interests. The municipality that operates under the Government of Republic of Serbia is in charge of monitoring the company and has a right to appoint the supervisory board.

Waste is collected once a week and the trucks used to transport waste are in solid condition. Around 15 cubic meters of waste are collected per week. Around 70 to 80 percent of citizens are covered by the service. The price of the service is around 3.00 Euros per household, however, a very small number of citizens pay the fee. Municipality officials did not know the exact rate of tax collection. After being collected, waste is transported in the landfill in Vučka Reka, near Gazivode Lake. This landfill is specific because there is no drainage system, but the surface is such that the water does not leak and as a result does not pollute the soil and groundwater. Partial selection and recycling of plastic and paper is done at the landfill. Recycling is partial due to lack of necessary equipment to complete the process. Waste that remains in the landfill gets covered every 15 days with layers of soil.

Municipality officials stated that they are willing to cooperate with other municipalities for waste management. They have a landfill and they would be interested to build a transfer station jointly with another municipality. Regarding regulations, the municipality does not have a waste management plan.



Around 15 cubic meters of waste are collected per week. Around 70 to 80 percent of citizens are covered by the service. The price of the service is around 3.00 Euros per household, however, a very small number of citizens pay the fee.



The company responsible for waste collection is the Public Municipal Company “Zubin Potok/Zubin Potok” which was established by the parallel municipality.

## 2.2 Common Problems/ Bottlenecks

From the analysis done in the previous section it can be clearly deduced that the sixteen municipalities face several challenges with waste management. Furthermore, majority of the problems faced between municipalities are actually very similar in nature. This is especially true for municipalities where the same regional company provides the service and for municipalities that deposit waste in the same landfill. Common problems are also shared to a high extent by new municipalities that have been established as a result of decentralization process. From in-depth interviews and analysis, the team managed to identify 15 problems shared by municipalities. For more information on which municipalities share an actual problem please see Annex 1 (Note: problems are not ranked in the order of importance).

The first problem faced by many municipalities is low level of awareness from citizens regarding waste disposal, reducing waste, reusing waste and recycling waste. Almost all municipality officials complained that citizens are not careful where they throw their waste, especially the ones living in urban areas. Furthermore, citizens produce a high level of waste and are not aware that they can reduce the amount of waste by reusing and recycling. The second problem faced is old landfills that are in deteriorating conditions. Most of these landfills lack drainage systems which are causing underground water to be polluted. The third problem, related to landfills is their management. Most of the landfills are managed by the public company responsible for managing regional landfills, except for the one in Vushtrri/Vučitrn which is managed by the company responsible for waste management. This is seen as very problematic for municipalities and they stated that it would be better if municipalities or companies responsible for waste management manage the specific landfills.

The fourth problem faced by some municipalities, especially the ones in the northern part of Kosovo, is lack of landfills. Three northern municipalities, Mitrovica North, Zvečan/Zveçan and Zubin Potok/Zubin Potok do not have landfills. Leposavić/Leposaviq has a landfill, however it has been constructed without any standards. The fifth problem is lack of a company contracted for managing waste. This problem is faced by smaller municipalities such as Parteš/Partesh, Klokot/Klllokot, and Ranilug/Ranillug, which have to provide the services themselves. The sixth problem is not being able to ensure interests are protected since smaller municipalities do not have board members in the regional waste management companies. Another problem related to board members is applicable to Serbian-majority mu-

nicipalities where the companies responsible for waste management have been established by parallel Serbian municipalities. These municipalities are responsible for waste collection and have the right to appoint board members.

The seventh problem is low level of waste collection. Usually more waste is produced than collected and this happens due to limited capacities. The eighth problem is old equipment used to transport waste. Many municipalities complained that the trucks used are in very bad conditions. The ninth problem is lack of resources to classify waste. Waste is deposited in landfills without being classified. The tenth problem is lack of resources for recycling waste. Similar to the eighth problem, waste is deposited in the landfill and covered by layers of soil. The eleventh problem faced by municipalities is lack of transfer stations where waste can be classified in order to be reused and recycled.

The twelve problem faced is low level of tax collection. Tax collection rate varies from 0 to 80 percent. Usually in the northern municipalities, citizens do not pay for waste collection services. In other smaller municipalities, collection varies from 17 to 40 percent. In the bigger municipalities such as Gjilan/Gnjilane, Peja/Peć, Istog/Istok and Klinë/Klina, collection goes up to 70 percent. Thirteenth problem faced is low level of coverage. In some municipalities only 20 percent of the territory is covered by waste collection services. The fourteenth problem faced by municipalities is lack of a waste management plan. The final problem identified is the inability to implement the waste management plan due to lack of financial resources.

# 3. BEST REGIONAL PRACTICES

In order to learn from best practices used in the region, the team conducted secondary research and chose to present the best examples of cooperation on waste management. In Croatia, joint collection and disposal of communal waste in one of the most often used form of cooperation among local governments (Association of Municipalities in the Republic of Croatia, 2010). Cooperation is mostly un-institutionalized and defined by the Law on Communal Economy and refers to the set-up of joint communal police and public-private partnership contracts between a private company and several local governments, with a prior consent of the ministry responsible for the contract matter. The main form of cooperation is via joint communal enterprise where the local governments are co-owners of the enterprise (Association of Municipalities in the Republic of Croatia, 2010).

In Macedonia, due to lack of regional solid waste management and disposal system, wild dumping, insufficient resources of municipalities to provide individually the services, no systems for collection of infectious/ medical wastes as well as hazardous industrial waste in place, 35 south-west municipalities have established an agreement to build a joint waste facility (Local Development Group, 2006). The project area extends to 7,299 km<sup>2</sup> and covers the towns of Bitola, Kicevo, Ohrid, Prilep, Resen and Struga with an approximate number of 430,000 inhabitants (Local Development Group, 2006). From the solid waste facility, municipalities expect to minimize any hazards to the public health that can be caused by solid waste handling, improve the environmental conditions in the entire area, develop tourism, protect the natural resources, and reduce the adverse effects of scattered waste. The objective of the proposed project is consequentially to establish an area-wide system for the appropriate collection and disposal of communal and non-hazardous industrial waste only (OSCE, 2004). The core component of the proposed project is the establishment of one state-of the art sanitary landfill for the entire project region. To allow all municipalities, regardless of their physical location in the project area and, hence, their distance to the new landfill, equal access to the new facility the one-landfill-concept has been complemented with a logistic system operated by the landfill operator. The logistic system consists of transfer stations and smaller transfer points, containers, skip container trucks and truck-trailer-assemblies, operating in the project area to take over the waste from the collectors, at convenient distance from the waste collection area. This combination has turned out

to be the most cost efficient solution for the project area, compared to the establishment of smaller landfills in the sub regions of the project area, near to the population centers. Waste treatment and recycling facilities have been included in the system design, as far as economical viable for the time being (OSCE, 2004). To minimize the distances to be travelled by collection vehicles between the collection area and the disposal facilities, three (sub) regional transfer stations are foreseen to receive, beside the landfill itself, the waste collected in the five mayor towns of the area (two of them located at close distance to each other). Furthermore, 7 simple transfer points serve smaller towns with collection services in place, simple small transfer stations are foreseen, consisting of a 40 m<sup>3</sup> roll-on/off-containers, placed at a ramp, which allows the collection vehicles to tip the collected waste into the containers (OSCE, 2004). Municipal cooperation has been set up as an association of partners, where the municipalities and a private entrepreneur are the partners. The private entrepreneur is foreseen to be the “operator” of the system which includes the transfer stations and the landfill. The actual waste collection function will remain with the individual municipalities while the long distance transport and the disposal of waste should be performed by a new entity, to be formed for this purpose. Municipalities will take the ownership of the disposal organization. The municipalities will pay the association the fees for operation and the association will in turn pay the operator (Local Development Group, 2006).

In Serbia, seven municipalities (Subotica, Bački Topol, Kanjiža, Senta, Mali Idjoš, Čoka i Novi Kneževac) have invested in the construction of a regional landfill in Subotica. In addition to municipalities, the project was funded by European Union as well. Construction is supposed to end by 2017. The planned location of the regional landfill Subotica leans on a local road Subotica-Bikovo-Orom, seven kilometers from Subotica in the southeastern direction. The nearest villages regarding the envisaged regional landfill are Gabric and Oromo, located two kilometers from the site. Area available for the construction of a regional landfill is 46 hectares. The main objective of the project is construction of a regional municipal waste landfill, including all stationary equipment, which meets EU Landfill Directive 1999/31/EC, serving seven municipalities with a population of 280,025. The landfill's total service area will cover 46 hectares and total capacity will be 2,906,000 tones up to year 2042. Another objective is to construct four transfer stations for optimization of

transport scheme at distance of 20-30 km. The transfer stations will be located at municipalities Subotica, Bačka Topola, Senta and Kanjiža.

In Montenegro inter-municipal cooperation has been fostered as well. One of many areas that Montenegro municipalities have cooperated is creation of regional landfills and recycling centers. Municipalities such as Andrijevića, Berane, Rožaje, Plav have constructed a regional landfill and recycling center. Bijelo Polje, Mojkovac, and Kolašin have also constructed a regional landfill. Nikšić, Šavnik and Plužine have cooperated by constructing a regional landfill (UNDP Montenegro, 2010).

In Albania, a survey conducted in order to establish an inventory of inter-municipal cooperation identified between 24 and 37 agreements with varying degrees of formalization between different local government units (Institute for Democracy and Mediation, 2013). One form of inter-municipal cooperation is the Zadrime Inter-Communal Association for waste management. Zadrime has been established as a non-profit organization covering the territory of five local government units that are located in the northeastern part of Albania. The total population of the five local government units being served is 55,190 inhabitants. The main aim of the Inter-Communal Association of Zadrime is to encourage social and economic development of Zadrime through coordinated interventions among the members. The Association can perform tasks according to the Statute only if authorized by the majority of its members. The areas of competence vary across the economic and urban sectors, but the association is mainly tasked with the joint waste management system of the region. The staff is composed of the President of the Inter-Communal Association, who manages the operational activities, a person responsible for waste management who monitors the performance for this public service and three workers engaged in the collection of waste when the service is offered in the targeted areas. The Steering Committee composed by the Mayors of the five local government units is the decision-making body of the Association. The members pay a membership fee and an annual fee to the Association to cover the costs of the waste collection and management service (Institute for Democracy and Mediation, 2013).

The implementation of inter-municipal cooperation contributed to reduction of expenses, increase of the service cover-

age area and improved financial performance (Institute for Democracy and Mediation, 2013). The five local government units share capital investment costs, operational costs and personnel costs. This has resulted in a significant reduction of costs compared to if the service would have been provided by each unit with its own limited resources. The costs of the waste collection, transportation and deposit are 2.5 times less if offered through inter-municipal cooperation (Institute for Democracy and Mediation, 2013).

# 4. JOINT OPPORTUNITIES

Since the municipalities share many common problems regarding waste management opportunities for establishing inter-municipal cooperation in order to engineer joint solutions are plenty.

1

One form of cooperation can be based on geographic proximity. Municipalities of northern part of Kosovo, Mitrovica North, Leposavić/Leposaviq and Zvečan/Zvečan, can create a joint landfill and use it for their purposes. If the capacity of the landfill that will be built is high, other municipalities can use it as well. The other municipalities can pay a fee for using the landfill. From the forum on Waste Management organized on February 2016, it was concluded that the municipality of Zubin Potok/Zubin Potok is geographically far away from the other three northern municipalities and can not use the same landfill.

2

Another way that the northern municipalities can cooperate is building a joint transfer station where waste can be classified and then sent to treatment centers. During the forum on Waste Management municipality officials stated that the four northern municipalities can cooperate in establishing a joint recycling facility. The national strategy on waste management 2013-2022 foresees the establishment of six treatment centers. The transfer station can be established by other municipalities as well. Gjilan/Gnjilane, for example, is served by a public-private company that plans to engage in recycling. Nearby municipalities can cooperate to build a joint transfer station. Waste classified in the transfer station can be sent to the recycling center in which the company will invest or in the treatment centers that the national strategy foresees.

3

Another possibility for a joint transfer station is in the western municipalities of Kosovo such as Istog/Istok, Klinë/Klina, Peja/Peć, Deçan/Dečan and Junik/Junik. Municipality of Istog/Istok is planning to build a transfer station and as such neighboring municipalities can use it to classify waste. In Istog/Istok a private company has shown interest in recycling and requested land and property from the municipality that is close to where the transfer station is planned to be built. Waste from the transfer station can be sent to the recycling facility or treatment centers.

4

Most of the Serbian majority municipalities are provided the service by parallel institutions. In order to avoid this, the municipalities can establish a regional public company that will be responsible for waste management. That company can also manage the regional landfill that will be used by Serbian-majority municipalities. The transfer station in Štrpce/Shtërpçë can also be used by other municipalities. These municipalities can invest together to create a modern facility.

5

Another way that municipalities can cooperate is to establish a joint raising awareness campaign. Most of the municipalities interviewed mentioned that they have problems with citizens throwing their waste carelessly. As such, municipalities can join forces to increase the awareness of citizens to reduce, reuse, and recycle waste.

6

Municipality of Gjilan/Gnjilane stated that due to lack of inspector, the municipality does not know exactly the damage being caused by careless dumping of waste and cannot stop the citizens from dumping carelessly. As such, the municipality can establish an agreement with a neighboring municipality such as Novo Brdo/Novobërdë to share the inspectorate services, while Gjilan/Gnjilane can share some other service that they are good at. Such a practice has been implemented in Macedonia where 3 municipalities (Novo Selo, Vasilevo and Bosilovo) have agreed that in each municipality locate joint departments that will provide services for all citizens from the three municipalities, while ensuring that citizens have access to those services in the nearest unit. Municipality of Novo Selo will be providing urban planning and management related services, municipality of Vasilevo will be the center for taxation department and evidence, while the municipality of Bosilovo will specialize in provision of services related to law enforcement and inspection (UNDP, 2008).

7

Another option for cooperation is between municipality of Gračanica/Graçanicë, Obiliq/Obilić, Novo Brdo/Novobërdë, Gjilan/Gnjilane, Parteš/Partesh, Ranilug/Ranillug, and Klokot/Kllokot. Officials from Gračanica/Graçanicë mentioned that there are 21 illegal dumps in their municipality and they are trying to close them down by building a transfer station. Municipality of Gračanica/Graçanicë is waiting for the idea to be approved by the Ministry of Environment. The transfer station can be used by the other upper mentioned municipalities as well. This would help decrease the amount of waste disposed in the landfill; it will make solid waste collection more efficient and reduce overall transportation costs, air emissions, truck traffic, and road wear and tear. It will save money and lowers the cost of solid waste management services for all municipalities involved. Transfer stations also give the option to municipalities to select among different disposal options and secure the lowest disposal fees.



Most of the Serbian majority municipalities are provided the service by parallel institutions. In order to avoid this, the municipalities can establish a regional public company that will be responsible for waste management.



## 4.1 JOINT OPPORTUNITIES DERIVED FROM THE FORUM ON WASTE MANAGEMENT

Forum on Waste Management in 16 Municipalities – Opportunities for Inter-municipal Cooperation was organized by the end of February 2016. The main idea of the forum was to present the report on waste management and to derive further opportunities for inter-municipal cooperation. On the forum, municipality officials who are responsible for waste management in the 16 target municipalities were invited and were encouraged to provide ideas for inter-municipal cooperation that could be implemented successfully. Besides municipality officials, present in the forum were also directors of regional waste management companies, civil society and an officer from the Kosovo Environmental Protection Agency. It is important to note that the ideas for inter-municipal cooperation presented in the report were evaluated as very good and easy to implement. However, municipality officials added that with decentralization process, the central level passed on the responsibility of waste management to municipalities without thinking about sustainability. The municipalities were not ready to accept that type of responsibility as they did not and still do not have the financial and human resources to manage waste effectively on their own. Furthermore, very little activities have been undertaken by the central level to strengthen the municipalities and ensure sustainable provision of services by the local level. As such municipalities face many problems with waste management and need to cooperate with one another to improve the situation.

**Ideas that were derived from the forum regarding inter-municipal cooperation are the following:**



The first idea for inter-municipal cooperation proposed was establishment of joint composting facilities. Around 45 to 50 percent of waste produced by a household is organic. What household do is throw it away together with other types of waste which ends up in the landfill, it decomposes there and releases methane gas, a potent greenhouse gas. Composting will help households decrease the amount of waste they throw. In return, the amount of waste stored in the landfill will decrease as well. Also, the amount of waste transported will decrease. Composting also contributes positively to the protection of the environment as it is a form of recycling. Therefore, municipalities in Kosovo can invest jointly to create state of the art composting facilities. Organic waste that is composted in the facilities can be used as a fertilizer for the soil.





The second idea for inter-municipal cooperation proposed was investment by four northern municipalities, Mitrovica North, Leposavić/Leposaviq, Zvečan/Zvečan, and Zubin/Potok/Zubin Potok, in a joint recycling facility. None of the municipalities have the financial resources needed to invest on their own in a facility. As such, they can invest jointly to construct a recycling facility.



The third idea for inter-municipal cooperation proposed was to find a joint solution on increasing the percentage of tax collection. Almost all municipalities mentioned that providing waste management services is costly and not being able to collect the money from citizens, affects negatively the service provided. As such, municipalities can create joint policies that would impact the tax collection. Or they can devise new economic models regarding the ownership of the waste management companies. Instead of being fully public they can be private public partnerships.



The fourth idea for inter-municipal cooperation proposed was municipalities joining forces to purchase equipment needed for collecting garbage and cleaning the streets. Almost all municipalities complained that the equipment used are old and regional companies do not have the financial resources to purchase new equipment. As such, municipalities can join forces to purchase new equipment that have lower emission rates. Furthermore, the new equipment will make transportation to the landfill more effective.



The fifth idea for inter-municipal cooperation proposed was decreasing the number of regional landfills from seven (7) to two (2). The main idea is to have two regional landfills that are managed effectively and efficiently rather than have seven that are in terrible conditions. Two new landfills that fulfill all the required criteria can be established. These landfills should be maintained properly. The main goal with the decrease in the number of landfills would be to decrease the amount of waste produced by citizens.

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# ANNEX 1

	Gjilan Gjiliane	Istog stok	Klinë Klina	Obiliq Obiliç	Pejë Pec	Vushtrri Vuçitrm	Gračanica Graçanicë	Klokot Klokot	Leposaviç Leposaviq	Mitrovica North	Novo Brdo Novobërdë	Parteš Partesh	Ranilug Ranillug	Štrpce Shtërpçë	Zubin Potok	Zvečan Zveçan	
Low level of awareness from citizens	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Old landfills	⊗			⊗	⊗	⊗										⊗	
No landfill									⊗	⊗					⊗	⊗	⊗
Low level of waste collection	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
No board member in the company		⊗	⊗				⊗				⊗						
Lack of a company responsible for waste mgmt								⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Lack of resources to classify waste	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Lack of resources to recycle waste	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Lack of transfer stations	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Old equipment		⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
Low level of tax collection							⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗
The landfill is managed by a different organization	⊗			⊗			⊗				⊗						⊗
Low level of coverage		⊗		⊗								⊗					
Lack of waste management plan												⊗		⊗			
Lack of financial resources to implement the plan		⊗											⊗				

# ANNEX 2

#	Municipality	Name & Surname	Position
1.	<b>Gjilan/Gnjilane</b>	Fehmi Agushi Fadil Osmani	Officer for Environmental Protection Officer for Economic Development
2.	<b>Pejë/Peć</b>	Uke Selimaj	Director for public services
3.	<b>Obiliq/Obilić</b>	Burim Gerguri	Director for public services
4.	<b>Istog/Istok</b>	Bedri Hasani	Director for public services
5.	<b>Vushtrri/Vučitrn</b>	Sami Istrefi Islam Latifi	Director for urban planning and environmental protection Official for public services
6.	<b>Klinë/Klina</b>	Xhoke Lleshli	Director for public services
7.	<b>Gračanica/Gračanicë</b>	Dejan Jovanović Vladica Trajković	Director of Department of Urbanism, Planning, Cadastre and Environmental Protection Director of Department of Public Services, Agriculture, Forestry and Emergency Situations
8.	<b>Ranilug/Ranillug</b>	Ivan Janičijević	Director for public services
9.	<b>Štrpce/Shtërpçë</b>	Siniša Budurić	Director of Department of Public Services, Protection and Rescue
10.	<b>Novo Brdo/Novobërdë</b>	Nebojša Arsić	Director of Department of Public Services
11.	<b>Klokot/Kllokot</b>	Hasan Rashiti	Deputy Mayor
12.	<b>Parteš/Partesh</b>	Živojin Cvetković	Director of Department of Public Services and Security
13.	<b>Zubin Potok /Zubin Potok</b>	Dejan Radojković	Director of public services in Municipality of Zubin Potok/Zubin Potok
14.	<b>Leposavić/Leposaviq</b>	Goran Lazović	Public Communal Company "24. novembar"
15.	<b>North Mitrovica</b>	Jelena Milenković	Administrative Office in North Mitrovica
16.	<b>Zvečan/Zveçan</b>	Nadica Hristov	Director of Department of Urbanism





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