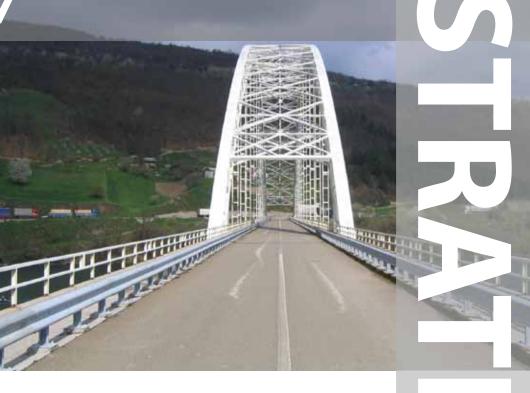
Municipality of Zubin Potok

DEVELOPMENT

2013-2017



Zubin Potok, April 2013







Municipality of Zubin Potok

Development Strategy

2013 - 2017

Implemented within the project

Entepreneurship Intiative Support

funded within the program EURED 2 in Kosovo

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Dear fellow citizens,

We have witnessed significant investments in the development of the municipality of Zubin Potok in previous years, reflected in construction or reconstruction of structures of public importance and investments in communal infrastructure. Today, Zubin Potok can be proud to have a modern elementary school, sports facilities envied by larger and richer municipalities, paved roads and street, kilometers of sewerage and water supply network, and many more. At the moment, other projects are also implemented, that will significantly improve the lives of our citizens, such as the construction of the Health Center, reconstruction of the Cultural Center "Vojvodina" or construction of the regional water supply system. We have recently also started the tourism development project in our municipality, that will significantly improve tourism and economic potentials in our municipality.



Strategic planning is a modern approach in the systematic solutions for issues relevant for local development. By adopting the development strategy for the next five years, we want to define development goals and priorities for the municipality in order to achieve a vision of a better and quality life of all our citizens. For that purpose we defined strategic areas where investments should be made and available resources used. Development strategy will also help us obtain financial support from government's funds and the donor community.

Even though we live in difficult times, we have to commit to a long-term development of the community, and creation of better living conditions for generations to come. This is why the Development Strategy of the Municipality of Zubin Potok is a planning document that will help us be as successful in the future as we have been so far.

Respectfully,

Slaviša Ristić, dipl. ecc Mayor of Zubin Potok

Decine)

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Acronyms and abbreviations

CCD	Center for Cooperation and Democracy
DFID	UK Department for International Development
EIS	Entrepreneurship Initiative Support
InTER	Institute for Territorial Economic Development
KRC	Kosovo Relief Committee
KSS	Kolo srpski h sestara
LED	Local economic development
NGO	Non-governmental organisation
SMEs	Small and medium-sized enterprises and entrepreneurship
MW	Megawatt
OSCE	Organisation for Securityy and Cooperation in Europe
SWOT	S-Strengths, W-Weaknesses, O-Opportunities, T-Threats

INTRODUCTION

Development Strategy of the Municipality of Zubin Potok 2013-2017 is a document developed within the project "Entrepreneurship Initiative Support" implemented by Kosovo Relief Committee as a part of the program scheme EURED 2 financed by the European Union. Technical support in the development of the Strategy was provided by the Institute for Territorial Economic Development (InTER).

The goal of the Strategy is to improve the strategic planning documents of the Municipality of Zubin Potok, by giving the key guidelines for the municipal development in all segments. The Development Strategy covers the period 2013 - 2017.

This document includes an introduction with general information about the project and used methodology for creation of the Strategy, and then provides a brief overview and analysis of the situation in the municipality of Zubin Potok, as well as the SWOT matrix. The strategy is given in the statement on desired vision of development, key principles, strategic sectors, priorities, goals and measures.

BRIEFLY ABOUT THE PROJECT "ENTREPRENEURSHIP INITIATIVE SUP-PORT"

Within the EURED 2 Program in Kosovo, funded by the European Union, Kosovo Relief Committee (KRC) is implementing the project "Entrepreneurship Initiative Support" with the goal to promote economic development and development of entrepreneurship in the municipality of Zubin Potok. Target groups of the project are businessmen, entrepreneurs and potential entrepreneurs from the municipality. Overall duration of the project is 24 months, from June 1, 2011 to May 31, 2013.

METHODOLOGY FOR THE DEVELOPMENT OF THE STRATEGY

Methodology for the strategy development included a combination of participatory approach with the participation of public and private sector and expert analysis of available qualitative and quantitative data.

Participatory approach included the participation of municipality representatives, representatives of business associations, individual entrepreneurs and enterprises, as well as representatives from the civil society, who formed the group for strategic planning. During the planning of the Strategy, the group for strategic planning met four times, and they discussed the organization of the process, results of the analysis, development of SWOT table and definition of the strategy, sectors, priorities and goals.

Limitation in the preparation of the study was in the lack of relevant statistical data related to private sector development. Secondary data were collected from available databases and publications of relevant institutions, whereas primary data were collected through individual and group interviews with businesses, key actors from the municipality, other public institutions and NGOs. Research results were additionally verified in conversations with the mayor, staff of municipal departments, Employment Service, as well as representatives of the group for participatory planning.

The vision of development, strategic sectors, priorities, goals and measures were defined according to the SWOT analysis and extensive consultations with the representatives of public and private sector and the civil society.

ANALYSIS OF THE CURRENT SITUATION IN THE MUNICIPALITY OF ZUBIN POTOK

BRIEF DESCRIPTION OF THE MUNICIPALITY OF ZUBIN POTOK

HISTORY

The territory of Ibarski Kolasin was, primarily due to the favorable geographical location, the crossroads for centuries, but it was constantly populated. Different cultures and

civilizations were settling there, some of which have left traces of their existence in the archaeological background, but also cultural - historical and monumental heritage in general. As the most typical monumental heritage in this area there are the remains of ancient settlements and fortifications, and a number of monasteries, churches and church sites that reach deep into the Middle Ages.

One of the oldest surviving buildings in the Ibarski Kolasin is a part of the Roman cobble road, which is located on "Vučja kosa" above Zubin Potok.

As a transit area in the early Middle Ages, Ibarski Kolasin had several forts by the main road, which were probably used to secure this road. Thus, the prominent peaks above Zubin Potok (Gradina and Klopotnik), Velji Brijeg,



Position of the municipality of Zubin Potok

Rezala, Zupče, Bube, Brnjak and other places, contain remains of buildings.

At the time of the caravan traffic, Ibarski Kolasin had many inns, in twelve villages, some of which still have remains in Prelez, Pridvorica and Zubin Potok.

On the hill above the village Ugljare, on the left bank of the Ibar River, there are remains of an early medieval town Klopotnik.

Klopotnik is mostly mentioned by the conspiracy of Zeta's aristocracy against the Emperor Dusan the Mighty, which was forged in the city and ended unsuccessfully. So far, there have not been any archaeological excavations at the site, but apart from the mass of stone that is there, many myths and legends indicate the existence of the city, as well as names of places in surrounding areas.

Gradina above Zubin Potok, as well as many similar sites, is most likely one in a series of fortifications on dominating hills that, like those in the lower valley of the Ibar River, served to secure the road or a wider area or, in this case, the medieval town of Klopotnik. This, so far unexplored archaeological site, also contains remains of several buildings of unknown purpose.



In Brnjaci, at the site Sastavci, there are remains of the castle Helen of Anjou, the wife of King Uros I, and mother of kings Dragutin and Milutin, who died there on February 8, 1314. In this glorious castle, queen Jelena founded the first women's school, for poor girls, whom, as written by Archbishop Daniel, she helped to get married when they turned the age of majority, and richly endowed them. Foundations of twelve buildings were found at the Sastavci site.

After the collapse of the Serbian medieval state in 1389 and the fall under the rule of the Ottoman Empire, hard times of slavery came. On Palm Sunday of 1809, at the national assembly in Čečevo, by the church of St. Petka, the people of Ibarski Kolasin decided to support Karađorđe's uprising in Serbia, but this attempt was prevented by the Turkish authorities. Slavery under the Ottoman Empire lasted until 1912 when these areas were finally freed.

During the First World War, a large number of people from this region was involved in a serious retreat through Albania, as well as fighting for the final liberation from the Austro-Hungarian empire in 1918.

When the World War II started, the population of the region was in a very difficult position, on the one hand occupied by German and Italian units that were assisted by Ballistic units from Kosovo, Metohija and Drenica, so that this region was almost completely burnt while the larger part of the population was displaced. Resistance movement was mostly made up of local units and the Yugoslav Army in the Fatherland and its K-II Kosovo Corps commanded by Major Zika Markovic. Partisan units have only appeared in the autumn of 1944 when the liberation of these areas started.

After the World War II, the construction of hydro-accumulation Gazivode was started, which led to the displacement of a large number of people and flooding of large areas of fertile lands.

In 1999, after the NATO aggression against Yugoslavia, international peacekeeping forces came to Kosovo and Metohija, and they are often taking the side of the newly self-proclaimed state of Kosovo. The people of this region again resist the pressure by defending their rights through available democratic means.

BASIC GEOGRAPHIC AND DEMOGRAPHIC CHARACTERISTICS

The municipality of Zubin Potok, also known as Ibarski Kolasin, is located in the northwestern part of Kosovo. The 43rd parallel north and 21st meridian east run through this territory. It is a part of the Ko-Mitrovica sovska District, and since 1999, they make a specific geopolitical creation in the Serbian province of



Kosovo and Metohija, which is under the protection of the international community.

The boundaries of this area are mostly natural, geomorphological formations. Ibarski Kolasin is spread through the valley of the Ibar River, now largely covered by the artificial lake Gazivode, from Ribarić in the northwest to Zupče in the southeast. Administrative borders are with the municipalities of Tutin in the west, Novi Pazar in the north, Zvecan and Kosovska Mitrovica in the east, and in the south the municipalities of Srbica and Istok.

The territory of the municipality of Zubin Potok has an irregular geographic shape: the length (about 32 km) is twice as big as the width (16 km). Zubin Potok Municipality covers the area of 333.5 km². It is located on the 42.550 northern latitude and 20.420 east

longitude, with the elevation from 560 to 1750 m. It is located in the northwestern part of Kosovo and Metohija and it is a part of Kosovska Mitrovica District.

The municipality has a favorable geographical position on the main road E-65 Priština - Kosovska Mitrovica - Podgorica / Novi Pazar. Zubin Potok is 60 km far from Priština, 20 km far from Kosovska Mitrovica and 55 km far from Novi Pazar. As for other roads, the regional road Zubin Potok – Istok is also important.

The municipality consists of 63 villages and settlements of which Zubin Potok is the largest, and it is the administrative, cultural and economic centre. Apart from Zubin Potok, other larger settlements include Velji Breg, Zupče, Brnjak, Bube, Lučka Reka and Čabra.

There are no accurate data about the population of the municipality since the last successful census was held in 1981. After that, the Albanians boycotted the census first (1991) and then Serbs (2011). However, the population is estimated as around 15,000, of which 90% are Serbs and 10% Albanians. Albanians live in the village Čabra in the far west of the municipality, and Serbs live in all other villages and settlements in the municipality. The population mostly lives in rural environments.



Relief

The relief of Ibarski Kolasin is composed of three united parts, which provide the basic physionomy of the area: hilly and mountainous terrain built by the mountains Rogozna and Mokra Gora, with the valley of the Ibar River between them, formed under the strong influence of the erosive power of the Ibar River and its tributaries.

The relief is characterized by dynamic plastic, which is the result of exogenous influenc-

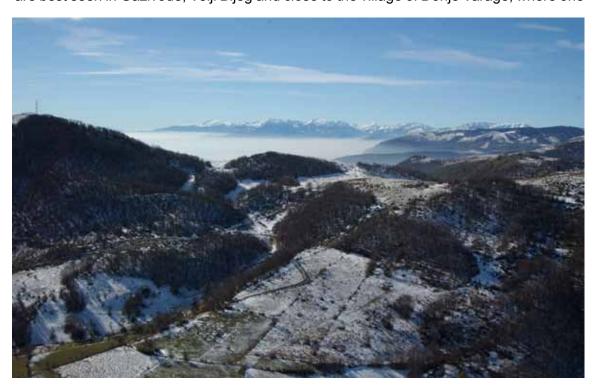
es: glacial erosion, fluvial erosion, denudation, created on the orogenic foundation of the huge mass of limestone rock. This is hoe relatively deep valleys were created, dividing the mountain range into isolated hilly areas.

Previous tectonic movements determined the direction of forming the valleys. Erosive power of the Ibar River and its tributaries – in the south Kovacki stream, Oklačka, Brnjačka, Čečevska and Crna rivers, and in the north Lučka and Jagnjenička rivers - formed the erosive expansions, especially in those places where Ibar receives tributaries from both sides. Over most of the streams and rivers there are shorter natural communication lines between the mountain villages at higher altitudes, as well as with urban settlements in the neighboring areas: Novi Pazar, Tutin, Istok, Peć and Srbica.

Rapid mountain streams and mountain rivers have cut deep valleys, divided lower surfaces, and made smaller alluvial plains at the river mouth. There are hillsides between valleys, with smaller or bigger plateaus and slopes, as a result of a very indented terrain.

Alluvial surface around the Ibar's waterflow was created by erosive expansion in soft phyllite and it is the broadest in the stream curves and river mouths. The largest alluvial surface is Radicpoljska basin, formed as a fluvial erosive expansion in the less resistant rocks, one to two kilometers wide, and about seven kilometers long. A decisive influence on the creation of this basin was made by the Varaška gorge, which is made of firmer rocks. Ibar slows its course here and hits both sides in turns, thus creating the plane.

Extensions around Ibar are made of Quaternary sediments with alluvial and diluvial horizons, in the layers of mud, sand and gravel. Alluvial layers create river terraces. Terraces are best seen in Gazivode, Velji Bijeg and close to the village of Donje Varage, where one



terrace is at a height of 580m to 620m, and another immediately above the present level of lbar, from one to three meters above.

As a mountain river, Ibar deposits coarse material in the alluvial plane - gravel, and less fine - sand, which causes the formation of poorly fertile soil. Higher terraces are cut into phyllites and covered with a thin layer of fluviglacial material, originating from glaciers from around the Ibar source near Rozaje. The terraces are composed of gravel, marl and limestone, and less of crystalline schists and serpentinite, which depends on the geologic structure of the terrain. In some places the terraces are deformed by alluvial fans and silt, which are continuously brought from the steep slopes along the rim. A clear view of the valley of the Ibar River from one of the prominent peaks of Rogozna or Mokra Gora gives the impression (appearance) of valleys along the Ibar, with prominent extensions around the waterflow, which rise to conical shaped elevations, framed by the tops of Rogozna and Mokra Gora.



Mountains

Mountains of Zubin Potok, Mokra Gora and Rogozna, are the real challenge for nature lovers with its geological and geomorphological diversity.

Mokra Gora belongs to Prokletije mountain range, with its relief formed by endogenous or internal forces, i.e. by tectonic movements which formed large rupture structures, whereas exogenous forces acted on morphosculptural forms. The relief of Mokra Gora is related to the development of karst processes in carbonate rocks, and the chemical action of water on carbonate rocks, which is why limestone is important factor for its development. Various forms of karst relief were created as a result of the position of thickness and chemical composition of carbonate rocks, and under the influence of climate, vegetation and soil cover. Strong tectonic movements had a dominant role in the formation of the

relief, which formed chain and folded mountains, and subsequent movements created horsts and trenches and tectonic depressions. Vertical splits formed the basic outlines of today's relief in the higher parts of the terrain, where the karst process first started. The original valleys are heavily deformed by sinkholes, and in some places the karst process is so deep that valleys are transformed into ravi nes. Valleys with stronger river flows, which managed to follow the vertical karstification of limestone for a long time, although dry, have still retained their original appearance. In some of these valleys there are only sporadical sinks at the bottom. Scraps developed on their sides, and high above the valley sides there are short dry valleys, mostly hanging, and almost completely deformed by sinks. Apart from cuts made by stronger flows, tectonic movements have really broken limestone, which were corrugated and raised to a higher level, which created favorable conditions for vertical circulation of water in them. For these reasons, many river valleys remained without other surface waters, which is why these are dry karst valleys outside of the hydrographic features.

There is a great variety of sedimentary, igneous and metamorphic rocks in Mokra Gora, of Paleozoic, Triassic, Jurassic, and Cretaceous to Neogene and Quaternary origin.

Paleozoic rocks run from Drijen in the southeast, across the Berim and Brnjak to Ribaric in the northwest. Quartz conglomerates and sandstones occur near Savina voda in Suva Mountain and near the village Mojstir. Carbonate complex of middle and upper Triassic builds up the highest parts of Mokra Gora and it is the most widespread geological formation. Affected by tectonic movements, limestones are intersected by numerous splits and cracks, so often that it is difficult to find healthy limestone area greater than 1 m2. Cretaceous sediments, which belong to the Upper Cretaceous, extend from the village



Tusic to Drijen, and the direction is northwest-southeast.

Lacustrine or lacustrine-gravel sediments, presented by clays, gravels and sands, occur in the mountainous areas of higher altitudes, higher than 1500m above sea level, in the form of isolated depressions in the relief, and they are the blind valley of Savina river and the cove Ponor in Mokra Gora.

Cracks have developed in Mokra Gora mainly on the exposed surfaces of limestone, with no soil cover. They occur in isolated limestone parts, in the form of small oasis, and on higher slopes, where the soil has eroded.

Sinkholes are most common and most characteristic form of relief of Mokra Gora, from the altitude of 1300m to the highest peaks and ridges, and in certain parts of the terrain they are so frequent that they constitute a real pockmarked karst. Sinkholes are most numerous on the flat parts of the terrain surfaces: Jerebinje, Strmnjaca, Ponor, Vrtište, Dobnanovici, Oklacka glava and Cukara, where there are more than 100 sinkholes per 1 km2. The most famous sinkhole is Jezero close to Savina voda, a "well-type" of sinkhole, always with water.

Ravines are developed on carbonate rocks from middle and upper Triassic and they are mostly at the bottom of the dry karst valleys. The largest and most famous ravine is Ponor, that lies between Oklacka glava and Dobnanovica, at an altitude of about 1500 m.



In the entire area of Mokra Gora carbonate rocks are covered with grass vegetation, and partly with forests, so there is no bare, wild karst, but it is a green belt. Deep karst of Mokra Gora is rich in underground forms, which are so far unexplored. Cave openings are present in the upper parts of the terrain, on the gently rounded ridges and karst areas, usually at the bottom of sinkholes and dry karst valleys. On the limestone sections and steep valley sides there are numerous rock shelters and caves. From some caves underground water flows periodically or continuously.

Rogozna is morphologically completely isolated, it covers a large area and is elongated in a northwest-southeast direction, in accordance with the general geological and tectonic structure of the wider area. Rogozna is a medium high mountain range, mostly from 800 to 1200m, with a general tendency towards a slight lowering towards the river valleys. The main ridge has a slightly curvy shape and from the ridge the terrain lowers down to the northwest, towards Raska and Josanica, and toward the east, the river Ibar.

From the Rogozna peaks the terrain lowers down to the river Ibar with a very mild fall to the river valley, and then mostly in the form of steep drops and sharp cliffs in the valley itself, giving it a very impressive appearance. Such peaks are Solilo near Rezale (950m), Veliko brdo near Gazivodë (1052m), Golotin near Velji Brijeg (815m) and Klopotnik near Prelez. The most prominent point of Rogozna on the Kolasin side is Bupski siljak (1284m), which rises with very steep slopes above the village Bube, and the two fields make it even more impressive: Bupsko polje (southwest) and Bojnovacko polje (souteast), that are separated by Babudovacki stream. Prominent peaks of Rogozna are Crni Vrh (1504m), where there is the administrative border between the municipalities of Zubin Potok and Novi Pazar, i.e. between Kosovo and Central Serbia, Mlijecnjak (1385m), Glavica (1250m) and Cerovik (1226m). In the village Vojmislice, at 1225m above sea level, there is a clear plateau with good views of the Kosovo basin, Sarplanina and Prokletije mountains on a bright and sunny day.

Waters



Hydrological backbone of Zubin Potok is made by the Ibar River and its tributaries. Ibar comes from strong limestone springs, below the mountain Hajle, at an altitude of 1360m, between the peak Dramodol and the hill Smiljenice. The total length of the river Ibar is

272.25km, with a basin area of 8059 km2 and the average annual water level of 755mm. It flows into the West Morava river near Kraljevo, where it descends to the altitude of 184m. It passes through Ibarski Kolasin with a length of 43km, of which 24km belongs to the artificial lake of Gazivode, and 2 km to the compensatory Pridvoricko lake. In Ibarski Kolasin 27 major and minor tributaries flows into Ibar River: 18 on the left and 9 on the right.

The highest water level of the river lbar is in April and the lowest in August, with the secondary maximum in December and minimum in January. The schedule of maximum and minimum water levels is caused by climatic features not only in Ibarski Kolasin, but also at the source of Ibar in Rozaje. High water levels in the spring months come as a result of snow melting and rain in May. In the spring time there used to be floods, with the water level of Ibar's hydrographic network growin up to ten times. Due to their highly erosive power, these rivers use to cause damage to the valley and its villages.

Course of Ibar through Kolasin has not been even. In its course, there were small rapids, especially where it intersected resistant rocks, as was the case in Rezalo and Varag. Ibar is tamed with the construction of the dam "Gazivode" in 1979. The lake is 23km long, when the water level is at the highest level, and 19 km at the lowest level. Volume of water in the lake is 370-395 million m3. Height of the dam is 107.5 m, the length 520 m, and the capacity about 5000m3. The plant is a waterflow type, with the power 34mW.

Lake Gazivode is located in the deep gorge of the Ibar River, upstream from Kosovska Mitrovica, twenty kilometers far, in the middle of Ibarski Kolasin. This lake, an artificial reservoir, is used as a source of water supply for Kosovska Mitrovica, Zvecan, Vucitrn, Srbica. The lake has a number of tributaries and bays in places where Ibar's tributaries flow in,



which have a torrential mountain character and form a large number of wandering currents.

Complete gorge is well under forests, which makes sanitary protection zones acceptable, because they consist of forests. In the upper part of the lake there is a small area of no forest land or meadows and pastures, which are part of the alluvial terrace. This part is accessible, there are parts of shallow water and it is suitable for the use of water for recreational purposes. The canyon area contains 90-93% of the lake volume, and the shallow water contains 7-10%, which makes this lake an ideal source of water supply. Bioindicators of the lake show that the water is clean and unpolluted, and because of the small percentage of shallow water and already described conditions, there are no cyanobacteria or any other bioindicators characteristic for marsh ecosystems. The lake contains a large biomass of fish. The lake does not get cloudy. It has strong stray currents, which can be found throughout the hydrological year.



Water from Gazivode lake is sent through concrete pipes through the hydropower plant, where it produces a certain amount of electricity, and then comes to the compensatory, so called Small lake (or Lower Lake), where it flows through a concrete channel to Kosovska Mitrovica, for processing. From the great lake, when the circumstances allow, the water is also released to the compensation lake over the spillway on the dam. However, the surface reservoir of the Small lake, according to laboratory parameters and the accumulation conditions, satisfies all the requirements to be used as a source for public water supplies.

From Velji Brijeg, where the Small lake is located, the concrete channel is about 17 km long in the village Zupce and 2 km in the village Sipolje. Channel width is about 3m in the lower part, and about 6m in the upper part. Transported water is processed at the water plant in the village Sipolje near Kosovska Mitrovica, which was put into operation in 1983.

By physical-chemical and microbiological parameters, water from the canal Zupce does not show any contamination and it can be used for public water supply.

Water from Ibar cannot be used for public supply because microbiological parameters show a lower degree of faecal pollution (household waste water from settlements).

Hydrological picture of Ibarski Kolasin is completed by numerous tributaries of the Ibar River and the Gazivode Lake. The most significant and water-rich tributaries are Crna River, Brnjačka River i Čečevska River, on the right, and Crnovrška River, Lučka River, Varaška River and Jagnjenička River on the left. Right tributaries are rich in water throughout the year, they have a very large collecting area, the basin is rich in rainfall, and their springs are at the foot of the limestone area.



Crna Reka starts between Ponor and Mokre planine mountains, and ends at Ribaric, as a right tributary of the Ibar River. Cecevska River is richer in water, because it does not only receive water from springs below Berim but also from many other sources. Cecevska River has a large height difference between the source and the mouth, which gives it considerable speed and force of stream. Brnjacka River has a wider basin than Cecevska, and its network of tributaries is denser, but it has less power because it is not rich in karst spring water and the height difference between the source and the mouth is lower.

Left tributaries of the Ibar River do not have a lot of water, and during the rain season the level of water rises and they turn into torrents, carrying huge amounts eroded material and cause great damage in the valley. Varaška and Jagnjenicka rivers dry up during dry periods, and Crnovrška River rarely. Lucka River, with its tributaries Brausovacka River and Babudovacki stream, always has water, and a relatively higher water flow, and it is the longest river of Kolasin.

All rivers and streams in Kolasin start abruptly as strong springs, cut deeply into the terrain building deep canyons with steep sides, which makes them difficult to access for potential water supply. In addition to the Savina River in Mokra Gora, the length of other rivers varies and it is 5-20 km.

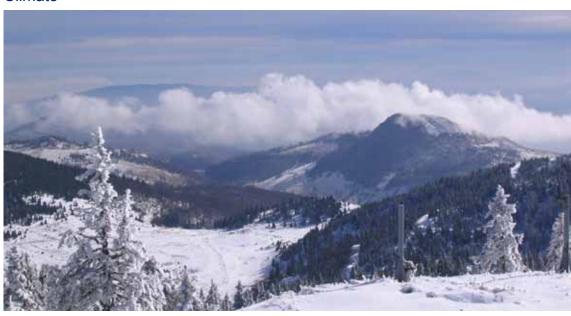
Savina River is the major underground stream of Kolasin. It starts the flow between Berim and Radopolje, and falls underground in the limestones of Mokra Gora northeast from Jerebinje, the length is about 3 km. The pit in the ground is at an altitude of 1570m. Savina River flows underground towards the spring of the Istok River, that is White Drin, which was proved with paint in 1963.

One of the important flows in Ibarski Kolasin is also Klina River. As a river that flows from karst springs in Mokra Gora, it is special because it belongs to the Adriatic basin. Hydrographic watershed located in the territory of Ibarski Kolasin between Ibar and Klina, is bordered by mountain ranges which descend towards Metohija from the village Jabuka.

Kolasin rivers are characterized by a rapid course, the lack of aquatic vegetation, low depth and bottom covered with stones, which is often moved by the water. The water temperature is relatively low with little variations, and their biological community consists of many stenothermal organisms, but this community is far richer in life than the one at the the source. Plants are represented by algae and mosses, which are attached to rocks. Fish living in these waters have a cylindrical body, as an adaptive trait that would prevent them from being taken away by the water current, because they swim to the current. Trout lives in these waters (Čečevska River, Savina River), as well as chub, gudgeon, barbell, bust.

Finally, true jewels of Kolasin hydrology are countless wells and springs scattered along the edge of Mokra Gora and Rogozna. It is less known that there are several mineral springs in the territory of Ibarski Kolasin. These springs are located in Cecev, Banje (Čpilje site), Lucka River, and elsewhere. By physical-chemical and microbiological parameters and the conditions, all springs of Rogozna meet the requirements to be used for drinking. Springs of Mokra Gora, by physical-chemical and microbiological values, other than low pH, meet all the requirements to be used for drinking. Exceptions are Sveta vodica and Iskušenički spring.

Climate



Ibarski Kolasin has no station for regular monitoring of climate trends, and this deficiency can be compensated to some extent by careful observation in the field. There is a noticeable difference in some parts of the area. The diversity is caused by considerable differences in altitude, exposure, slant of the topographic surface, protection from the wind and by other causes.

In the expansions around the river lbar and its tributaries, on the lower level and protected from winds, winter starts in late November, when it usually snows and it lasts until the end of March. Winters in these parts are often cooler than on surfaces, especially in January when cold air masses come from the heights to river valleys, when they are covered with fog that drifts fine hoarfrost. These valleys are very hot in the summer, despite the surrounding forests. The temperature changes relatively fast at sunset, when the night wind blows from the mountains and slopes, which is the strongest on the lake Gazivode, where it creates high waves.

The temperature throughout the year is lower on higher levels than in the wide Radicpoljska valley, except in January when air temperature is lower due to inversion. In addition, there are also cold winds, especially on the right bank of the Ibar River, which is exposed to the north where the snow remains much longer.

Ibarski Kolasin has climate conditions that are typical for the broader region. This is most evident in winds. While the west wind brings rain everywhere, the south wind "kosovac", or "razvigorac", blowing in the spring, brings drought and dries the land.

Generally speaking, the climate of Ibarski Kolasin is moderately continental. The seasons are fairly evenly distributed. The hottest months are July and August, and the coldest January.

Table 1: Precipitation by months

Month	1	Ш	Ш	IV	V	VI	VII	VIII	IX	Х	ΧI	XII	Total
mm of water	77	65	63	75	89	91	47	52	62	128	87	85	921

Differences in precipitation in several years of measurement are significant. The largest amount of rainfall that was measured during one year was 1565mm, and the lowest 438mm of rainfall. Apart from these extremes, the average rainfall is 921mm. Maximum rainfall is in October and minimum in July. Secondary maximum occurs in May and June, which is very favorable for crops.

Geostrategic position and the main communication channels

The backbone of the road network of the municipality of Zubin Potok is the road E-65, Kosovska Mitrovica - Ribarice, which further on expands in the north to Novi Pazar and on to central Serbia, and Montenegro to the southwest. In addition to this main road, Ibarski Kolasin is also connected with regional roads Zubin Potok - Raska, Zubin Potok - Dren – Banje in Metohija and Zupce - Zvecan.

Besides the roads, Ibarski Kolasin has no other means of transport. The nearest railway station is located in Kosovska Mitrovica (at a distance of about 20km), and the nearest airport is in Slatina near Pristina (at a distance of about 70km).

NATURAL RESOURCES

Land

A very diverse land cover was created with the joint impacts from the major natural factors. The largest part of the land in this area consists of: shale about 30%, 15% flysch, 12% sandstone, limestone 11%, 10% ranker, rendzina 7%, deluvium 4%, 3% lithosol. The land is formed on limestone bedrock of Mesozoic age, which covers most of the area. On its surface, specific types, varieties and forms of land were formed.

Forests



Depending on the soil base, altitude and terrain exposure in the municipality of Zubin Potok, two-thirds of the area is covered by forests.

Forests are often intertwined with pastures and fields, caused by indented vertical terrain. Barren land, especially on sunny banks of Ibar, offers a picture of fallows. Such examples are often found in the lower regions, on the left side of the Ibar River, while the picture is different

in the foot of Mokra Gora and Rogozna, where the forest cover is almost continuous, because those parts are unfavorable to grow crops, both due to the climate and poor soil.

Diversity of forest types depends on altitude and exposure. From lower to higher elevations, the following types are present: alder, Turkey oak, oak, hornbeam and hazel. Oak is the most widely present, so that almost all the forests on the left side of the Ibar Rivar are almost entirely oaks. Beech is present on the northern side, predominating in Crni vrh, and on the right side of Ibar River there is more beech than oak, all the way up to to 1500m altitude. Both in oak and beech forests there are also maples, chubs, ashes, birches, aspens. Above the altitude of 1500 m, there are conifers: fir, spruce and pine. Forests, meadows and pastures of Ibarski Kolasin are often inhabited by various types of berries: wild apple and pear, chequer's trees, rowans, blueberry, blackberry, strawberry, hazelnut, cornelian, dog rose, blackthorn.

Diversity of forest vegetation, its aesthetic value and usefulness, are enriched by diverse wild flowers and herbs. Among wild flowers, most beautiful are: narcissus, rose, violet, heather, daffodils, orchids and others. In the area of Kolasin, there are around 70 official medicinal plants, which are grouped into fourteen groups by active medicinal principles. Some of them are: dandelion, lily, plantain, thyme, yarrow.

Fauna

Due to many forests in Kolasin, there is a large number of game, living in lower areas, but also on mountain heights. In the hilly and mountainous areas there are: foxes, wolves, wild boars, bears, rabbits, deer, badgers, martens, otters, squirrels, dormouse and wild cats. Non-poisonous snakes also live in Kolasin: slowworm, Aesculapius' snake and water snake, as well as venomous: viper and adder.

Apart from the usual birds that live in this area, wild hen and her male grouse also live in Mokra Gora, at an altitude above 1500 m.

Ores

Thanks to the diversity and richness of mineral resources, were several mineral deposits from which ore was mined with primitive tools in the past on the territory of Ibarski Kolasin. Thus, until the seventies of the last century, there was asbestos mine in the villages of Cabra and Rujište. In the village Crepulja there was a mine of lead-ore, which worked until the forties of the last century. Latest geological studies showed that in the areas of the villages Crepulja and Drijen there are conditions for exploitation of these resources. At present there are no studies to valorize these potentials.

Minerals

Rocks present in the geological structure of Mokra Gora are a significant natural resource. Thus, the mass of limestone can be used as construction material. Deposits of colored (red and white) stones are located in the valley of Crna Reka, while there are layers of red limestone and decorative stone towards Mojstir.

Rogozna, as a mountain mainly consisting of rocks of volcanic origin, is also rich in minerals: Miocene sediments, Tertiary volcanics, Jurassic and Cretaceous Flysch, peridotite, Triassic and Paleozoic metasediments.

Mineral and geothermal water and springs

Real pearls of the hydrology of Zubin Potok are numerous wells and springs scattered around the edge of Mokra Gora and Rogozna. It is less known that there are several mineral springs in the territory of Ibarski Kolasin.

Hot spring in Čečevo has the constant temperature of 32 °C, and it is located close to the lake Gazivode that floods it at higher water levels.

Mineral spring in Lucka Rijeka has not been tested and besides traditional stories there is not much to be said about its possible medicinal properties.

The most famous spring in this region was in Banje (Čpilje site), and it was submerged with the accumulation of the lake Gazivode.

On Mokra Gora and Rogozna mountains there are many springs, of which special attention due to their attractiveness and abundance is given to Savina voda and the spring of Čečevska River in Mokra Gora.

ECONOMIC CHARACTERISTICS



Overview of key economic industries

Even though there is no relevant data about the number of enterprises in Zubin Potok, it is estimated at around 200-250 entities and around 50 agricultural farms. Private sector of the municipality is characterized by a high percentage of entrepreneurs and micro enterprises, and the number of medium-sized enterprises is significantly lower. There are no large enterprises in the municipality with more than 250 employees. Private sector is mostly focused on service industry in trade and catering industry, whereas the number of enterprises in real sector is significantly lower. A significant number of enterprises and entrepreneurs is involved in import and export of consumer goods and mediation between the markets of Serbia and Kosovo. However, this type of industry does not generate employability in the municipality.

Due to the fact that 75% of the territory of the municipality of Zubin Potok is covered by forests, a significant number of enterprises is involved in logging or wood processing, which is a traditional industry. In accordance with the long tradition in wood processing, in late '80s the furniture factory "Simpo" from Vranje opened a factory for manufacturing of laminated furniture in the village Ugljare close to Zubin Potok, with full range of products exported to Norway. Apart from this factory, there are also several small factories for manufacturing of furniture, doors and windows and lumber. There are also around ten companies in the municipality selling firewood. Every year, at least 200,000m3 of firewood is sold to people and heating plants from other municipalities in Kosovo. There is also traditional agriculture

in the municipality, primarily cattle breeding, then fruit growing and small farming.

Most significant enterprises in the municipality of Zubin Potok are:

- Furniture factory "Simpo";
- Agricultural cooperative "Zubin Potok"
- Construction company "Kolašin Gradnja"
- Printing house "Ibar Invest"
- Bakery "Kolašin"
- Carrier company "Kolašin prevoz"
- Hydropower plant "Gazivode"
- Company for forests "Ibar"



Apart from these enterprises there is a significant number of micro-enterprises and entrepreneurs working in wood processing, trade and catering industries, etc. There are three hotels in the municipality with 82 beds in total. Even though they are not categorized, the quality of services they provide is satisfactory. Thee is also a large number of restaurants in

the municipality that attract guests not only form this one, but from other communities as well.

The municipality of Zubin Potok is also characterized by a significant number of factories



that are currently not economically functioning due to several reasons. Some of the most significant factories are "Bar bilje" and "Ivo Lola Ribar" in Gazivode, Factory "VIK" in Donji Jasenovik, Factory "Gradac" in Brnjak, Factory "Nada Tomić" in Kovači and Factory "Javor" in Zubin Potok. Most of these factories worked until 1999 (Ivo Lola Ribar, Javor, VIK, Bar Bilje and Gradac, and the plant "Nada Tomić" was never operational. These structures are in a rather good condition and they are a significant capacity to attract investors to the municipality. They can also be used as distribution/warehousing centers and business incubators that could generate entrepreneurship development in the municipality.

Private sector of the municipality of Zubin Potok is characterized by low productivity and poor technical facilities, which significantly effects low competitiveness in the market. Some of the most important problems include purchasing of raw materials and problems with administrative crossings with Serbia and possibility to market goods in other parts of Kosovo.

Lack of possibility to access financial markers is also one of the most important problems for private sector development in the municipality. Namely, due to different reasons, business entities have no possibility to obtain loans from any financial institution in Kosovo.

Forestry

Of the total area of the municipality of Zubin Potok, 75% is under forests. Public Forest Management Company "Srbija šume" manages forests. Forest Administration has a lot of work in the field of forestation and prevention of uncontrolled deforestation, forest protection from various diseases and other activities.

Tourism

Geographical position, relief, climate, hydrography, flora and fauna are the most valuable resources of the municipality of Zubin Potok. All this is an ideal condition for the development of tourism. When tourism came to be a profitable industry, the municipality of Zubin Potok was neglected by the government of Kosovo and Metohija as in other areas of economy. When the municipality was formed in 1987, and the planning docu-



ments developed, analyses were conducted and plans prepared for opportunities to develop the following types of tourism:

- Mountain tourism;
- Culture and education tourism;

- Water tourism;
- Hunting tourism
- Transit tourism.

However, even though large potentials for tourism development have been identified, there has been no investment in this industry so far.

Trade

Trading activity is one of the most important industries, in all major towns and villages in the municipality. Although there is no precise data, it is estimated that there are about 50 sole traders, kiosks and retail shops for consumer goods, household appliances, building materials, agricultural tools, etc.

Financial sector

The following banks are operational in the territory of the municipality of Zubin Potok:

- Komercijalna banka a.d. Belgrade;
- Jugobanka AD Kosovska Mitrovica;
- Kosovsko-metohijska Bank

There are no banks in the territory of the municipality that work in the Kosovo legal system. There is a KEP (Kosovo Enterprise Program) as an active program providing microcredits to the private sector and physical entities.

Beekeeping

Mountain and meadow honey from this area have always been known for its quality and good climatic conditions have always been a point of interest of a number of beekeepers. Beekeeping is expanding with an increasing number of new businesses every year. There is a beekeepers association in the municipality, engaged in the development of beekeeping, exchange of experience, purchase of necessary medicines and literature, training of



beekeepers, etc. In recent years, the fair is organized which brings together beekeepers beekeeping from Zubin Potok and the surrounding municipalities to share experiences, acquire medication, literature and all that beekeepers need. Two years ago, the number of beekeeping businesses has somewhat declined due to the occurrence of bee diseases, which has been overcome and beekeeping is developing again.

Veterinary services

There is a veterinary station with veterinary pharmacy in Zubin Potok. Services are provided by two doctors of veterinary medicine. Considering the large number of villages in

the municipality of Zubin Potok, with high concentrations of livestock, both veterinarians are extraordinarily busy. Types of services provided by veterinarians in this station are: examination of livestock, vaccination, advice, and field trip to the farmers and farm visits.

Human resources

Human resources are estimated to have enough quality in relation to the needs of the SME sector in the municipality. Workforce is usually educated in the High School in Zubin Potok and the faculties of the University of Priština, dislocated in Kosovska Mitrovica. It often happens that some enterprises cannot find quality workforce in the local labor market and they hire employees from Serbia. Availability of highly qualified workforce is on a very low level. There is a general trend of negative migrations of young people and educated workforce from the municipality.

It is important to mention that the workforce in Zubin Potok is mostly characterized by engagement or connections with the public institutions, whereas the share of employees in private sector is significantly low. Namely, it is estimated that the private sector employs around 35-40% of the total number of employed people in the municipality. Having in mind the assumption that the number of staff in the public sector will be significantly reduced in the following period, it is necessary to create conditions for the development of entrepreneurship and the private sector, in order for surplus labor to have a possibility to find a new job or start their own business in a relatively short period of time.

There are 1,213 registered unemployed people in the municipality, of which most have a high school degree. A significant number of unemployed people have only finished four grades of elementary school (I degree of education). There are also 22 people with university degree in the labor market. It is visible that more women than men are unemployed.

Table 2: Overview of unemployed people in relation to the education degree

Degree of education	Men	Women	Total
1	313	220	533
II	2	6	8
III	118	77	195
IV	265	381	646
V	3	0	3
VI-1	10	14	24
VI-2	1	1	2
VII-1	8	14	22
VII-2	0	0	0
Total	500	713	1,213

Source: Local action plan for employment in the municipality of Zubin Potok for 2011, p. 17.

In the territory of the municipality there is an active Association of Entrepreneurs, but their capacities are on a very low level. The Association works as a group that meets when

there are significant problems in their work (such as customs issues, etc.).

Cooperation between the private and public sector is insufficiently developed, and the public – private dialogue is not institutionalized. There is no regular service in the municipal bodies that deals with the issues of private sector development, and the solution of problems usually involves ad hoc initiatives that are often not fully implemented. Technical assistance to private sector development is also not present in the municipality, as well as the support from international organizations.

AGRICULTURE



Zubin Potok has always been an agricultural community with only few industrial employers. The level of agricultural production is reduced due to the fact that there were no specific investments, which are necessary for agricultural development, so that development in this area has remained constant while the general economic situation in the area has deteriorated since 1999.

All the features of Zubin Potok municipality, climate, geographic location, altitude and other factors suggest that this area is very suitable for development of cattle breeding, fruit growing and farming in the local villages. Collection of medicinal herbs and berries, as well as the development of tourism should also be mentioned.

Arable land is in the fallows and pastures of sunny slopes. In Kolasin, arable land is next to lbar River and on sunny slopes and hillsides, while meadows are mostly related to the valleys of the smaller rivers and northern slopes.

Crop production is based on the cultivation of vegetables and cereals (maize, wheat, barley, oats, rye).

Maize is sown on the surface of about 180 ha, wheat on about 100 ha, barley, oats and rye on an area of about 80 ha. The problem with such low levels of utilization, i.e. sowing of grains, is the lack of combine harvesters and mill. The municipality of Zubin Potok has only one cooperative harvester, and its condition, i.e. the year of production and maximum utilization, are not worth mentioning, and every year farmers are waiting for private owners to finish the job in their municipalities, and then charge a lot for their services in this municipality. This greatly reduces the profitability of production. All this is further aggravated by the lack of mill. Before the war, manufacturers carried grains to the mill in an Albanian village, which currently is not possible, and if we compare the production from fifteen years ago, we can see that the areas under grains were up to three times larger than today.

Vegetables were poorly grown and with a poor organization, and there are no typical varieties of green leafy vegetables. Cultivated vegetables included onion, garlic, leek, cabbage, cucumbers, peppers and tomatoes. As for root vegetables, only potatoes were grown, and with good yields.

The positive side of the municipality and the farmers and the farmers is that they are all, in general, interested in new varieties, better technology and the use of cultural practices that greatly affect the yield.

Unfortunately, it is well known that agriculture is a very risky way of securing a livelihood, especially in the case of vegetables in the open field, so a very small number of farmers is engaged in a greater production, unless there are already secured sales.

Forestry should also be emphasized, and not to forget Mokra Gora, the mountain named Balkan beauty because of its beauty, a home to a large number of various endemic species of plants. Of the total land area of the municipality of Zubin Potok - 33,337 hectares, cultivated land covers 7053 hectares.

Categories of soil

Arable land in the municipality of Zubin Potok was classified from first to eighth grade (I - VIII grade). Arable land of the highest quality, i.e. from the first to the third grade (I-III) is present in a small percentage, and the largest share belongs to the group between the fourth and eighth grade (IV-VIII). Barren land is mainly used in other branches of industry, for urban areas, industrial zones, etc.

Fruit growing

The territory of the municipality of Zubin Potok is suitable for growing small berries such as raspberries, blackberries, blueberries (well-know blackberries from Mokra Gora), black currant, etc. Raspberries have been grown ten years ago on large areas while sale was organized through the Agricultural Cooperative of Zubin Potok.

On 264 hectares (private sector), there are mostly plums ("stenley", "moravka", "pozegaca", Cacak plum, etc.)., then apples, pears, walnuts, sour cherries, cherries, and a little less peaches, apricots, hazelnuts and many others. They are most often used to

produce brandy, and processed fruit - jam, marmalade, preserves, juices. A very small portion is sold. Before the war there was a factory "BAR-plants" in Gazivode that is not in operation now, and it was buying and drying medicinal herbs, mushrooms and fruit. Unfortunately, the factory has not worked for 5 years, but the facilities drives are very well equipped, by European standards of production, storage and packaging.



Cattle breeding

Zubin Potok is ideal for small and large livestock farms. Cattle breeding has been the main activity in the area. Large meadows and pastures, as well as forests, have provided enough food for all types of livestock, especially sheep and goats. The foundation for growing cattle and horses was mountainous farming. Number of livestock and its distribution was not the same everywhere: sheep were more present in Mokra Gora, and goats in Rogozna. Meadows and pastures, the terrain structure - especially in mountain villages, often resembles the conditions of livestock breeding in Switzerland. In the municipality, mountain villages mostly consist of elderly households, and the livestock is in permanent decline. Only in lowland villages more attention is paid to livestock.

Irrigation

Irrigation of crops is done individually, with pumps, springs, streams. Irrigation System "Ibar-Lepenac" worked successfully one season on an area of about 200 hectares, but the pipes are returned and it never worked again. Due to dry summers, this problem is reflected in lower yields of farmers who do not have opportunities for irrigation of their crops.

Agricultural cooperative

Agricultural cooperative has been working well for several years, with a fish pond (trout), concentrate production, and it also used to have a chicken farm and it used to buy wild berries and mushrooms. Within the agricultural cooperative, there is a dairy and green market, and the construction of cold storage and drying facility for agricultural products.

INFRASTRUCTURE

Roads and bridges

There is only road traffic in the municipality of Zubin Potok. The plan is to complete and modernize the existing road network, which will contribute to better links of the municipal-

ity with the surroundings. The Adriatic Road - officially marked as M-650 in European Maps - passing through the villages of the municipality of Zupce, Varage, Ugljare, Zubin Potok, Donji Jasenovik, Gazivode and Banje, is in good condition and it connects the city with the southern part of Mitrovica. After the conflict in 1999 and the inability to travel across the southern part of Mitrovica, a new road that connects Zubin



Potok with Zvecan and the northern part of Mitrovica was built.

Main road network

The backbone of the transport connections within the municipality is the main Adriatic Road-M-65. This is practically the only roads in the municipality that is fully capable of modern traffic. The Road M-65 Kosovska Mitrovica - Ribariće passes through the entire municipality of Zubin Potok, with a length of 27.3 km.

Regional road network



In addition to the main road, of modern roads there is also a paved road Zupče - Rujište – Zvecan, with a length of 9 km in the municipality of Zubin Potok. Regional road Lucka Reka – Bube - Rajetiće is in the phase of construction and modernization of the asphalt

pavement with all the necessary facilities. The total length is 17 km, of which 8 km is paved and the rest is gravel surfacing. Regional road P-221 Zubin Potok - Dren - Rakos was developed to the level of asphalt with all the necessary facilities.

The maintenance of these roads is done by the public company "Magistrala", with funds provided by the Republic Directorate for Roads. In addition to connecting the municipality with neighboring municipalities, these regional routes and enable the implementation of bus transport between Zubin Potok and the center of the village community.

Local road network

Part of the road network, which now consists of local and unclassified roads in the municipality, has a limited traffic function. The total length of these roads is about 250 km, and a very small number is paved with gravel, and there are mostly roads without pavement, related facilities and necessary technical elements.

Local roads are generally built on the ground or with the required leveling of the terrain to make it possible to pass. Based on this, a whole range of local and unclassified roads cannot be considered a part of the transportation system built for motor traffic, but rather a system of one-vehicle roads per vehicle, where off-road vehicles can go in favorable weather conditions. Regardless of the low level of usability of these roads, for most of the villages and hamlets in the municipality they are still the only practical connection to the world.

However, in recent years, the municipality is making significant efforts to build local roads and town streets. That is why they started paving the road Janjenica - Prelez - Čitluk - Dobroševina - Pridvorica - Velji Breg - Gazivode with asphalt, which is an alternative to the main route M-65.

Local roads can be categorized in those of primary importance that link the municipality of Zubin Potok with neighboring municipalities and other local roads that connect towns and villages within the municipality.

The following roads can be emphasized as primary local roads:

- M-65- Čečevo Mokra Gora (21km);
- Čečevo Rezala Brnjak (16km);
- M-65 –Brnjak (most) Previja V. Kaludra Gornji Prevlak (17km);
- M-65 Gazivode V.Breg Čabra (15km);
- Ugljare Gornji Strmac Krligate (13km);
- M-65 Lučka Reka Junake (15km);
- Rujište Kozarevo- Vojmisliće (10km);
- M-65 Gornje Varage Vitakovo (6km).

Other local roads:

- Dobroševina Vrba Lučka Reka (10km);
- M-65 –Kijevce Drainoviće (9km);
- Rančiće Zečeviće (4km);
- Čabra Vidovo Brdo (3km);
- M-65 Burlate Bube (5km);
- M-65 Banje (3km);
- Zupče Gornji Strmac (5km);

- Ugljare Prevlak Crepulja (6km);
- Čečevo Zagulj M.Kaludra –V.Kaludra (13km);
- Previja Preseka Brnjak (6km);
- Brnjak (dobriće) Radići (8km);
- Crepulja Krligate (13km);
- Brnjak Oklace (7km);
- Čečevo Berim Savina Voda (8km);
- M-65 M Potok Kopiloviće M-2 (6km).

During the year, the local road network is maintained by the pubic company "Ibar" from Zubin Potok and the Directorate for Roads, in accordance with the municipal decisions and annual plan and program.

Bridges



The entire road network of Zubin Potok has 22 bridges with the length between 5 and 100 m, and a total length of about 1km, all newly built or reconstructed, and built with reinforced concrete and in excellent condition, because they were all reconstructed in previous years and used for transport. Further plans include the construction of two bridges to cross the river lbar fro settlements on the north side of Zubin Potok.

Water supply and sewerage system

The system of supply with drinking water for Zubin Potok has the greatest natural resource of water. Artificial dam Gazivode has the largest amount of water in the region of Kosovo and wider, of 370 million cubic meters of water, which is clean apart form bacteriological pollution. Apart from the central settlement, Zubin Potok is composed of 62

other populated places, and in every place there are several sources of drinking water.

There have been significant investments in water supply system of Zubin Potok and the surrounding villages in the previous years, mainly through investment programs financed by the program of the Serbian Government and international organizations such as the European Union, DANIDA, IOM, Oxfam GB, the Kingdom of Norway and others.

However, even with these investments, Zubin Potok does not have enough water in the summer months when the flow of the river lbar is reduced and when the consumption of drinking water is maximum. Therefore, the municipality of Zubin Potok, in cooperation with the municipality of Mitrovica (northern part) and the municipality of Zvecan started building the regional water supply system. Regional water supply system would take water from the reservoir Gazivode and supply drinking water to the citizens in the areas of the three municipalities.

In addition to water supply system, significant resources have been invested for the development of primary and secondary sewerage network in the broader center of Zubin Potok. There is no system for waste water treatment in the municipality and sewage flows into the Ibar River or its tributaries.

Maintenance of water supply and sewerage systems is done by the Public Company "Ibar" from Zubin Potok, and the testing of drinking water is done through regular activities of the Hygiene Institute from Kosovska Mitrovica.

Energy

In recent years, significant investments have been made to stabilize the system for electricity supply in the municipality of Zubin Potok. In relation to that, the investments were made in the main power substation in Gazivode, of installed capacity 2 x 2.5 MVA. Electricity is supplied via 35kV transmission line connecting the substation in Gazivode to the substation "Titova Mitrovica II" in Valco near Zvečane. Recently, the new 110 kV transmission line connecting the power plant "Gazivode" with the substation was constructed.

Supply of villages with electricity is done through 10 kV power network with 65 distribution substations. Most substations are pillars (48) while others are constructions or built in other objects. Total installed capacity of all substations is 13,120.

Maintenance of the energy system in the municipality is performed by the working unit Elektrokosova from Zubin Potok.

PUBLIC SERVICES

Public transport

In 2002, a private company was established for transportation of passengers "Kolasin Transport" with about 15 employees. The company runs a regular bus service to Belgrade, Kragujevac and Kosovska Mitrovica. The municipality does not have a bus station and there are no statistics about the use of public transportation. The municipality has several active taxi drivers and entrepreneurs who perform transportation services through vans.

Fire department

Fire Department was first established in Zubin Potok on September 1, 2000. Prior to that, fire protection was provided by the fire department from Mitrovica. Fire department Zubin Potok has 19 firefighters. The equipment and technology includes a powerful assault vehicle, one tank and an off-road vehicle (Lada Niva).

At an average, the fire department has about 90 interventions per year with a growing tendency, of which: 60% interventions on forest fires in large areas, 30% interventions on facilities, and 10% technical interventions, mostly traffic accidents.

A major problem for fast action of the Fire Department are poor roads and alack of hydrants. Roads and streets are of inadequate width and the rate of arrival to the place of intervention is significantly reduced and access is very difficult. The street hydrant network in the central parts of Zubin Potok does not exist and in case of fire there are no ways to directly use water from hydrants, but interventions rely on a limited amount of water from the vehicle tanks. Fire Station is located in the village Gazivode, 4km far from Zubin Potok.

COMMUNICATIONS AND MEDIA

Telecommunications in the municipality of Zubin Potok is satisfactory, considering that the ATC exchange was built in 1993. with a capacity of about 1000 numbers, so the town and seven villages in the area are covered by land lines, while three villages have their own telephone exchange with around 200 land numbers. Several mountain villages are very poorly connected (with only one fixed number), while other villages have no land lines. Mobile phone system, which began to develop in 2000, has a significant coverage, so that only a small part of the municipality is not covered.

There is a cable TV in the municipality, "Veternik Kos", that covers Zubin Potok and 7 surrounding settlements. Veternik Kos also provides internet services. Quality of their services has been significantly improved in the last few years when the old and dilapidated network was replaced by optical cables.

There is an internet café in the municipality managed by the NGO NVO Oxygen.

Since 2000, two private radio stations work in Zubin Potok, "Kolasin" and the recently opened "Radio MV". Daily and weekly newspapers are offered to readers by shops for consumer goods, and there is newspaper trading network.

Post offices and telephones

In the end of 2002, the phone company PTT (Serbia) installed a new digital exchange, thus increasing the initial 3,000 phone numbers with another 1,000. The reason for installing a new exchange is the fact that even before the conflict, the old exchange was often out of order. In 2001, after land lines were off for six months, the situation has improved. In the end of 2001, the mobile company Mobtel 062, 063 - covered the territory of Zubin Potok. Since 2004, another telephone network "Telekom Serbia" 064, 065 covered the territory of Zubin Potok, and currently 90% of the municipalities are covered by the mobile network. Signals of Kosovo mobile operators networks are generally weak or non-existent.

SOCIAL SERVICES

Education

There are three elementary schools, one high school and one pre-school institution in the territory of the municipality of Zubin Potok.

Elementary schools

Elementary education takes place in three elementary schools: OŠ Jovan Cvijić in Zubin Potok (attended by 558 children, and with 46 teachers). This school also includes external classes in the villages Crepulja and Velji Breg, OŠ Blagoje Radić iin the village Zupče (this school is attended by 138 children and there are dece 29 teachers). This school has an external class in the village Rujište, OŠ Petar Kočić in the village Brnjak (this school has 85 students, including external classes, and there are 29 teachers).



High schools

In Zubin Potok, there is a High School "Grigorije Božović" attended by around 300 students, and with 27 teachers. High School "Grigorije Božović" in Zubin Potok was established in 1987 as a high school center, and then it was transformed into technical school, and later on into a mixed high school, for electrical engineering and mechanical engineering, and two general courses – social sciences and natural sciences.

Pre-school institutions (kindergartens)

In Zubin Potok there is a pre-school institution "NAŠE DETE" with currently around 300 children, with around 27 nursery governesses. The pre-school institution "Naše Dete"

in Zubin Potok was opened on September 1, 1988. This institution is attended by preschool and younger children. There is also a child keeping services organized in the institution, for children from babies to pre-school children. Pre-school institution has three buildings: in Zubin Potok, Velji Brijeg and Zupče. Building areas: Zubin Potok (1050 m2), Zupče (250 m2), Velji Breg (100 m2)

Health care

The health care for the population of the area is provided by doctors and medical staff of the Health Center in Zubin Potok. Zubin Potok Health Center is a working unit of the Health Center in Kosovska Mitrovica, which provides basic health care to the population in the municipality. This health facility, in addition to the Health Center also has clinics in 10 villages. Clinics in 10 villages are visited by doctors once a week. Secondary and tertiary care is provided by the hospital in Mitrovica.

Social protection

Most social services are the responsibility of the Centre for Social Work. The Center is a unit that works under municipal department and functions as a coordination center for social assistance and services. In Zubin Potok there are about 550 families who use the assistance of the Centre for Social Work.

Culture



The municipality of Zubin Potok established a public company for culture and publishing "Old Kolasin" which implements programs in culture and manages the work of the Cultural Centre of Zubin Potok. Almost all cultural activities in the municipality of Zubin Potok take place in the Cultural Center Vojvodina. The Center hosts Art Group KUD Mokra Gora, an artist colony and an Ethno Museum.

History of traditional dances in the municipality of Zubin Potok goes back to 1939 when

the singing group (troupe) "Napredak" was established, the original troupe of today's KUD Mokra Gora. In 1964 the troupe was renamed to "Perjanica", and five years later it got the current name "Mokra Gora". The work is accompanied by a remarkable society enthusiasm, mass interest, creativity in choreography, and special attention was paid, especially in recent years, to nurturing original creations of that Zubin Potok, i.e. Old Kolasin. KUD Mokra Gora has participated in many festivals in the country and abroad, including performances in France, the Czech Republic, Bulgaria, Greece, etc.

Public company Stari Kolašin organizes an artist colony every year with renowned painters from Kosovo, Serbia and the region. There is also a permanent exhibition in the Cultural Center with around 200 paintings and other artistic exhibits.

The Cultural Centre also established an ethno museum, which symbolically represents the folk culture of Old Kolasin. Ethno Museum, though housed in an inadequate space, is a pioneering venture in the broader area of Kosovo. Although the existing space did not permit the full realization of the ideas, it has a sufficient number of exhibits that illustrate the development of national culture in Kolasin during the nineteenth century and the first half of the twentieth century.

CULTURAL AND HISTORICAL HERITAGE



In the municipality of Zubin Potok, there is a significant number of cultural and historical monuments, which have an important place in Serbian cultural and historical heritage. Some of the significant places in this area are the remains of the palace of the Serbian queen Helen of Anjou, mother of kings Dragutin and Milutin in the village Brnjak. She founded a school for girls in Brnjak in the fourteenth century.

In many villages there are medieval Serbian cemeteries, with characteristic large and monolithic tombstones, in the village Banje (Čpilje) there is a medieval necropolis and the

remains of old fortifications are located in villages Vukosavljeviće i Žareve. Most monuments are religious.

There are two monasteries in Ibarski Kolašin: Crna Rijeka and Duboki potok, with a significant number of Serbian manuscripts from the 14th, 15th and 16th century, and the remains of the monastery in the village Banje (Čpilje) with the necropolis were flooded with the artificial lake.

The most sacred monastery is Crna Rijeka, which is physically not located in the municipality of Zubin Potok, but the people accept it as part of the Kolašin identity. The monastery was built in the 14th century and dedicated to St. Archangel Michael. Significant ancient religious relics and books of a wider cultural significance are kept in the monastery.

Special significance in the history of this region belongs to Duboki Potok monastery, near Zubin Potok. The church was built in the 14th century and rebuilt in the 16th century. The monastery was the most important spiritual center of the Orthodox Serbs in this area, particularly in the Ottoman Empire and forced islamization period. The first school in Old Kolasin was opened in the monastery Duboki Potok in 1891.

SPORT



Several hundreds of athletes of different sports participate in the sports activities in Zubin Potok. They are organized in a number of sports clubs that with the same name – Mokra Gora – by the mountain which is located in the municipality.

This primarily includes: soccer club FK Mokra Gora, handball club RK Mokra Gora (men and women), volleyball club OK Mokra Gora (men and women), chess club ŠK Mokra Gora, basketball club KK Mokra Gora, Carate Club KK Mokra Gora. These clubs compete in national and regional leagues of the Republic of Serbia.

In 2008, a modern sports hall was built and works on the city stadium were finished, which provided good conditions for the development of sports in the municipality of Zubin Potok.

NON-GOVERNMENTAL AGENCIES

There are several non-governmental organizations active in the territory of the municipality of Zubin Potok, of which the most significant are: Kosovo Relief Committee (KRC), "Kolo srpskih sestara" (KSS), Center for Cooperation and Democracy - CCD and the Institute for Territorial Economic Development (InTER).

In July 2001, the Organization for Security and Cooperation in Europe (OSCE) built a Community Centre with the aim of bringing together non-governmental organizations in the municipality. Work of the center is managed by CCD.

ENVIRONMENTAL PROTECTION

The territory of the municipality of Zubin Potok is an oasis of greenery and fresh air, as it is mainly mountainous and 65% of the territory is covered by forests and 20% by meadows and pastures. There was no heavy industry in the municipality.

The environmental problems occur in uncontrolled waste disposal in riverbeds and the release of sewage in Ibar River and its tributaries. In rural areas, faecal waste is stored in individual septic tanks that are occasionally emptied as needed.

It is necessary to take extensive measures to build a collector for waste water treatment for 8 villages that are around the central area with a possibility to include other settlements (the initial projects exist - but it is a large investment and there is no donor at the moment).

Drinking water is regularly controlled and chemical analyzes are performed for the city center and several settlements that are close to the city. Chemical analyzes are mostly good, and biological analysis at certain times of the year are not always good, and in those cases the population is warned by the media about prevention and the need to boil drinking water.

In recent years, the environment is endangered by uncontrolled tree cutting, which causes landslides, plant diseases and change of micro-climate in these areas.

SWOT ANALYSIS

SWOT analysis is a basic instrument in the planning process, focused on identifying comparative advantages and basic weaknesses in the municipality of Zubin Potok.

Strengths are seen as internal factors with positive influence on the development of comparative advantages of the private sector. Internal factors with negative influences on the sector development are considered to be weaknesses. Opportunities come from using strengths or fighting against weaknesses, as well as from positive influences or external events. Threats are seen as predicted unfavorable external influences on municipal development. SWOT matrix of the development of the municipality of Zubin Potok is given in Table 3.

Table 3: SWOT Matrix of the development of the Municipality of Zubin Potok

Strengths Weaknesses - Long tradition in wood processing and - Depopulation; - Young and high quality workforce is leaving; agriculture; - Natural potentials favorable for - High unemployment rate among young development of agriculture, wood people. processing, tourism and logistics; - Bad connections with the key transport - Water industry capacities; corridors: - High quality agricultural land; - Insufficiently developed communal - Preserved environment; infrastructure; - Experience in mediation between the - Destroyed industrial production and obsolete markets of Serbia and Kosovo; technology; - High quality education in elementary - Most employees are in the public sector; and high schools; - Undeveloped capacities of the municipality to - Good health and social care systems; cooperate with businesses; - Significant experience in work in - Lack of spatial and urban planning documents; development projects; - Lack of (local) development funds; - Poor access to markets outside of the municipality; **Threats Opportunities** - Favorable geographic position; - Political, legal and security instability; - Hydropower system Ibar-Lepenac with - Customs issues: significant water resources; - Cancellation of Serbian institutions can cause - Natural resources for the development loss of jobs, poorer quality of education, health of agriculture, wood processing and and social services; tourism; - Complicated bureaucratic procedures for - The existing non-used industrial business operations; facilities and factories; - Complicated procedures to obtain commercial - Donors' interest to support municipal loans: development - Global economic crisis:

According to the SWOT analysis, the work group for strategic planning defined the development strategy of the municipality, that is given further in the document.

DEVELOPMENT STRATEGY OF THE MUNICIPALITY OF ZUBIN POTOK

VISION OF DEVELOPMENT OF THE MUNICIPALITY OF ZUBIN POTOK

Representatives of public, private and civil sector jointly formulated the vision of development of the municipality for the period 2013-2017 in the following way:

Zubin Potok is a municipality with high quality living conditions that provide a good, prosperous and safe life to its citizens, as well as good education and rich social and cultural life. Zubin Potok will be the community known by good conditions for economic development and quality social protection programs for all population categories.

In order to achieve the development vision, the municipality of Zubin Potok defined 4 strategic goals, 16 priority goals and 44 measures. It is necessary to use all available resources in order to achieve these goals and measures, and to prevent wasting them on activities that are not a part of this document. Operationalisation of goals, i.e. definition of parties in charge of specific activities, deadlines, budget and potential sources of finance, as well as risk estimation, are in the Action plan, included in this document.

GOALS OF DEVELOPMENT OF THE MUNICIPALITY OF ZUBIN POTOK

All analyses of potential for development of the municipality of Zubin Potok recognize the following strategic development goals of the municipality of Zubin Potok:

Strategic goal 1: Development of communal infrastructure

Strategic goal 2: Improving the quality of social services

Strategic goal 3: Economic development and raising competitiveness of the economy

Strategic goal 4: Tourism development

Each of the identified priorities is further elaborated in the following text.

Strategic goal 1: Development of communal infrastructure

Development of communal infrastructure is one of the basic goals of the development of the municipality of Zubin Potok in the following period. State of the local infrastructure has significantly improved in the previous ten years through projects funded from the Government of the Republic of Serbia or donor funds. However, despite significant investment, the quality of local infrastructure is still unsatisfactory. For example, there are frequent water shortages in the town of Zubin Potok, especially during the summer months. Other villages in the municipality also have problems with water supply. The existing sewerage infrastructure is also in a very poor condition. The quality of local roads and streets in the part of the municipality in the river valley has been improved in previous years, while the situation remained unchanged in the mountainous areas of the municipality.

In order to fulfill this strategic objective, the following priority goals and measures are identified:

Priority goal 1.1: Development of water supply system for settlements and villages;

Measure 1.1.1: Construction of the regional water supply system Gazivode - Zubin Potok - Zvečan - Mitrovica

Measure 1.1.2: Improving the existing primary and secondary network in a broader area of Zubin Potok (Zubin Potok, Donji Jasenovik, Pridvorica, Podješa);

Measure 1.1.3: Connecting the villages in the part of the municipality in the river valley to the regional water supply system (Gazivode, Velji Breg, Dobroševina, Čitluk, Ugljare, Donje Varage, Prelez, Jagnjenica, Zupče and Čabra);

Measure 1.1.4:Construction of village water supply systems in mountainous parts of the municipality.

Priority goal 1.2: Construction of the sewerage network and the waste water treatment system;

Measure 1.2.1:Construction of a waste water treatment plant for a broad area of the settlement of Zubin Potok (Zubin Potok, Donji Jasenovik, Podješa and Ugljare and Zupče); Measure 1.2.2:Construction and improvement of the primary and secondary sewerage network in the broader area of the settlement of Zubin Potok (Zubin Potok, Donji Jasenovik, Pridvorica, Podješa, Ugljare and Zupče);

Measure 1.2.3:Construction and improvement of the sewerage network in other settlements with elements of urban conglomeration (Gazivode, Velji Breg, Ugljare and Zupče); Measure 1.2.4:Procurement of equipment (tank truck) for emptying of septic tanks.

Priority goal 1.3: Construction and reconstruction of local roads and streets

Measure 1.3.1:Construction and reconstruction of streets in the settlement of Zu bin Potok;

Measure 1.3.2:Construction of streets in other urban settlements of the municipality of Zubin Potok (Velji Breg and Gazivode);

Measure 1.3.3:Construction of local roads in the villages of the parts of the municipality in the river valley and in the mountain;

Measure 1.3.4: Finalising the construction of the regional road Zubin Potok - Dren - Suvo Grlo.

Priority goal 1.4: Improving the system for waste disposal and storage

Measure 1.4.1: Reconstruction of the existing landfills and cleaning of wild landfills;

Measure 1.4.2: Purchasing equipment and vehicles for waste disposal and storage:

Measure 1.4.3: Construction of the plant for separation and pressing of recyclables.

Priority goal 1.5: Lighting for streets and squares in the municipal settlements

Measure 1.5.1:Lighting for streets and squares in a broader area of the settlement of

Zubin Potok (Zubin Potok, Donji Jasenovik, Pridvorica, Podješa); Measure 1.5.2:Lighting for streets and squares in other settlements of the municipality (Velji Breg, Gazivode, Zupče).

Priority goal 1.6: Capacity building for management of communal works

Measure 1.6.1:Capacity building for management of communal works.

Priority goal 1.7: Development of planning documents

Measure 1.7.1:Revision of the spatial plan of the municipality of Zubin Potok;

Measure 1.7.2:Preparation of the general urban plan for the municipality of Zubin Potok;

Measure 1.7.3:Preparation of the plan for detailed regulation of the broader are of the settlement of Zubin Potok.

Strategic goal 2: Improving the quality of social services

It is very important to improve the quality of social services: health, education, social welfare, culture and sports. The municipality has a good institutional coverage of all aspects of social care, the health center, social welfare center, the cultural center and sports associations. However, it is necessary to improve the quality of services in order to improve the living conditions of the citizens.

In order to fulfill this strategic objective, the following priority goals and measures are identified:

Priority goal 2.1: Improving health care services

Measure 2.1.1: Finalizing the construction of the health center in Zubin Potok;

Measure 2.1.2: Equipping the health center with the necessary medical machines, equipment and furniture.

Priority goal 2.2: Improving social care services

Measure 2.2.1:Building a home for old and disabled people;

Measure 2.2.2:Establishing a network of visiting nurses for old people;

Measure 2.2.3: Establishing a fund for development of NGO sector.

Priority goal 2.3: Improving the quality of education

Measure 2.3.1:Improving the quality of school and pre-school buildings;

Measure 2.3.2:Equipping elementary and high schools with modern teaching aids and materials;

Measure 2.3.3:Establishing a center for professional development and retraining of workforce.

Priority goal 2.4: Improving culture

Measure 2.4.1:Reconstruction of the Cultural Center building

Measure 2.4.2:Construction of an ethnography / historical museum of the municipality of Zubin Potok;

Measure 2.4.3:Involving young people in cultural events (youth theater, traditional dances, painting and music groups).

Priority goal 2.5: Improving sports

Measure 2.5.1:Construction of sports field in villages and settlements outside of Zubin Potok (Brnjak, Gazivode, Velji Breg, Zupče);

Measure 2.5.2: Construction of the running and bicycle tracks;

Measure 2.5.3: Establishing clubs for water sports;

Measure 2.5.4:Construction of the sports complex for water sports (indoor and outdoor pool).

Priority goal 2.6: Improving environmental values of the settlements in Zubin Potok

Measure 2.6.1: Construction of a public park in the settlement Zubin Potok;

Measure 2.6.2:Decoration of green surfaces in the settlements Zubin Potok, Velji Breg, Brnjak and Zupče;

Strategic goal 3: Economic development and raising competitiveness of the economy¹

Entrepreneurs, small and medium-sized enterprises are the backbone of private sector development in the municipality of Zubin Potok. However, their development is burdened by non-stimulative business environment that is characterized by various problems. Lack of cooperation between the private and public sector, as well as poor state of communal and business infrastructure are recognised as key problems in this field. Also, upgrading and retraining of workforce should improve the business environment for SME development in the municipality.

Current economic capacities in the municipality of Zubin Potok are on a rather low level. Private sector is characterized by entrepreneurs and micro enterprises that mostly provide services, and industrial production is mostly non-existent. Due to customs problems, problems with purchasing of raw materials and loss of markets in Serbia, factories and production facilities that have until recently worked successfully had to reduce their capacities or to be closed.

Business activities are mostly additional activities, because a large number of business owners and entrepreneurs have a full-time job in a public institution. This includes agricultural farms.

¹ Private Sector Development Strategy of the Municipality of Zubin Potok was prepared within the project "New Business Opportunities", and its goals and priorities are integrated in this document.

Private sector has no possibilities to access the financial market, because banks and other financial institutions do not provide loans to business entities working in the territory of the municipality. Also, there are no banks in the municipality that work within the Kosovo banking system. On the other hand, there are three banks within the banking systems of the Republic of Serbia, but they do not have possibilities to provide loans for SME development. Start-up businesses are particularly affected by the lack of access to financial markets, but the real sector is affected as well since they do not have the possibility to upgrade the technology and develop innovative and competitive products.

In order to fulfill this strategic objective, the following priority goals and measures are identified:

Priority goal 3.1: Improving business environment for the development of small and medium-sized enterprises

Measure 3.1.1: Strengthening institutional support for the development of entrepreneurship and small and medium-sized enterprises;

Measure 3.1.2: Development of infrastructure necessary for faster development of

the private sector;

Measure 3.1.3: Improving the quality of labor.

Priority goal 3.2: Strengthening the economy and entrepreneurship

Measure 3.2.1: Raising competitiveness of the economy;

Measure 3.2.2: Small business development.

Priority goal 3.3: Promotion of investment potentials

Measure 3.3.1: Marketing for municipal investment potentials;

Measure 3.3.2: Attracting local and foreign investments;

Strategic goal 4: Tourism development

Although the municipality has significant potential for development of tourism, not much has been done so far in this regard. Although the lake Gazivode attracts the attention of tourists from neighboring municipalities and other places, no activities have been organized so far that would provide adequate tourism services. Sporadic private initiatives in the form of housing or renting recreational equipment are not sufficient to attract a significant number of tourists.

In March 2013, the municipality of Zubin Potok, in cooperation with the Institute for Territorial Economic Development (InTER) launched a two-year project for the development of tourism, which is funded from the EU pre-accession funds. The project aims to develop tourism through the preparation of development documents, construction of tourism infrastructure, building human resources for the provision of services in tourism, organizing activities that would attract tourists and promote tourism of the municipality. As part of this project a sectoral tourism development strategy will be developed, that will provide detailed objectives and priority measures in this sector.

ACTION PLAN FOR THE STRATEGY IMPLEMENTATION IN THE PERIOD 2013 - 2017

Action plan for the Development Strategy of the Municipality of Zubin Potok for the period 2013 – 2017 is presented in Table 4.

Table 4: Action plan for the Strategy implementation in the period 2013 - 2017

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as well as good education and rich social and cultural life. Zubin Potok will be the community known by good conditions for Zubin Potok is a municipality with high quality living conditions that provide a good, prosperous and safe life to its citizens, economic development and quality social protection programs for all population categories.

STRATEGIC GOAL 1: DEVELOPMENT OF COMMUNAL INFRASTRUCTURE

Priority goal 1.1: Development of water supply system for settlements and villages

)		
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
1.1.1	Construction of the regional water supply system Gazivode - Zubin Potok - Zvečan - Mitrovica	Municipalities of Zubin Potok, Zvečan and Mitrovica	2013 – 2015	10.500.000€ Funds from loans and municipal budgets of municipalities participating in the program	Regional water supply system put into operation Company for management of the regional water supply system established
1.1.2.	Improving the existing primary and secondary network in a broader area of Zubin Potok (Zubin Potok, Donji Jasenovik, Pridvorica, Podješa)	Public company Directorate for Development Public Utility JKP Ibar	2014 - 2016	€500.000 Municipal budget and donor funds	100% of households in named settlements connected to the regional water supply network

No Measure Responsible Timeframe Estimated cost and Inc
Measure Construction of a waste water treatment plant for a broad area of the settlement of Zubin Potok (Zubin Potok, Donji Jasenovik, Podješa and Ugljare and Zupče)

Every business entity from the real sector has a good access to the necessary infrastructure	100% of households in named settlements connected to the sewerage network	80% of households in named settlements connected to the sewerage network	Equipment for emptying of septic tanks purchased and regularly used
€1.000.000 Municipal budget, loans and donors	€1,500,000 Municipal budget, public companies, business entities and donors	€2.000.000 Municipal budget, loans and donors	€100.000 Municipal budget, loans and donors
2015 – 2017	2015 – 2017	2014 - 2017	2014
Public company Directorate for Development	Municipality of Zubin Potok Other relevant institutions	Public company Directorate for Development Public Utility JKP Ibar	Public Utility JKP Ibar
Construction and improvement of the primary and secondary sewerage network in the broader area of the settlement of Zubin Potok (Zubin Potok, Donji Jasenovik, Pridvorica, Podješa, Ugljare and Zupče)	Providing communal facilities for location representing potentials for economic development in strategic sectors	Construction and improvement of the sewerage network in other settlements with elements of urban conglomeration (Gazivode, Velji Breg, Ugljare and Zupče)	Procurement of equipment (tank truck) for emptying of septic tanks
1.2.2.	1.2.2.	1.2.3.	1.2.4

Priority goal 1	Priority goal 1.3: Construction and reco	nstruction of local roads and streets	s and streets		
ON	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
1.3.1	Construction and reconstruction of streets in the settlement of Zubin Potok	Public company Directorate for Development	2013 - 2017	€1.500.000 Municipal budget, loans and donors	All streets in Zubin Potok built or reconstructed
1.3.2	Construction of streets in other urban settlementsof the municipality of Zubin Potok (Velji Breg and Gazivode)	LPublic company Directorate for Development	2013 - 2017	€500.000 Municipal budget, loans and donors	At least 10 km of streets in named settlements built or reconstructed
1.3.3	Construction of local roads in the villages of the parts of the municipality in the river valley and in the mountain	Public company Directorate for Development	2013 - 2017	€500.000 Municipal budget, loans and donors	At least 50 km of village roads repaired or built
1.3.4	Finalising the construction of the regional road Zubin Potok - Dren - Suvo Grlo	Public company Directorate for Development, Republic bodies	2013 - 2017	€1.000.000 Republic budget, loans and donors	Regional road completely built in accordance with the project documents and put into operation

Strategic object	Strategic objective 1.4: Priority goal 1.4: Improving the system for waste disposal and storage	: Improving the system	for waste dispo	sal and storage	
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
1.4.1	Reconstruction of the existing landfills and cleaning of wild landfills	Public company Directorate for Development Public Utility JKP Ibar	2013 - 2015	€300.000 Municipal and republic budget and donors	100% of illegal landfills identified, 80% removed
1.4.2	Purchasing equipment and vehicles for waste disposal and storage	Public company Directorate for Development Public Utility JKP Ibar	2013 - 2014	€100.000 Municipal and republic budget and donors	Waste disposal equipment purchased and given for use
1.4.3	Construction of the plant for separation and pressing of recyclables	Public company Directorate for Development Public Utility JKP Ibar	2014 - 2015	€200.000 Municipal and republic budget and donors	Plant for separation and pressing of recycables built and put into operation
Priority goal 1	1.5: Lighting for streets and squares in the municipal settlements	d squares in the munici	pal settlements		
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
1.5.1	Lighting for streets and squares in a broader area of the settlement of Zubin Potok (Zubin Potok, Donji Jasenovik, Pridvorica, Podješa)	Public company Directorate for Development	2014 - 2015	€300.000 Municipal budget and donors	75% of streets and squares in Zubin Potok have appropriate lighting

1.5.2	Lighting for streets and squares in other settlements of the municipality (Velji Breg, Gazivode, Zupče)	Public company Directorate for Development	2016 - 2017	€100.000 Municipal budget and donors	75% of streets and squares in Velji Breg, Gazivode and Zupče have appropriate lighting
Priority goal 1	Priority goal 1.6: Capacity building for n	nanagement of communal works	al works		
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
1.6.1	Capacity building for management of communal works	Municipality of Zubin Potok Public Utility JKP Ibar	2014-2016	€100.000 Municipal budget and donors	80% of households and business entities regularly pay for communal services
Priority goal 1	Priority goal 1.7: Development of planning documents	ing documents			
N _O	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
1.7.1	Revision of the spatial plan of the municipality of Zubin Potok	Municipality of Zubin Potok Public Company Directorate for Development	2014	€50.000 Municipal budget and donors	Spatial plan of the municipality revised by the Municipal Assembly

1.7.2	Preparation of the general urban plan for the municipality of Zubin Potok	Municipality of Zubin Potok Public Company Directorate for Development	2015	€50.000 Municipal budget and donors	General Urban Plan of the municipality revised and adopted by the Municipal Assembly
1.7.3	Preparation of the plan for detailed regulation of the broader are of the settlement of Zubin Potok	Municipality of Zubin Potok Public Company Directorate for Development	2016	€50.000 Municipal budget and donors	Detailed Regulation Plan of the municipality revised and adopted by the Municipal Assembly
STRATEGIC G	STRATEGIC GOAL 2: IMPROVING THE QUALITY OF SOCIAL SERVICES	JALITY OF SOCIAL SERV	ICES		
Priority goal	Priority goal 2.1: Improving health care services	services			
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
2.1.1	Finalising the construction of the health center in Zubin Potok	Health Center Zubin Potok	2013-2014	€300.000 Municipal budget and the European Union	Health centre building completely built and put into operation

2.1.2	Equipping the health center with the necessary medical machines, equipment and furniture	Health Center Zubin Potok	2014-2015	€200.000 Municipal and republic budget and donations	Health center completely equipped with modern edical machines, equipment and furniture
Priority goal 2	2.2: Improving social care	services			
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
2.2.1	Building a home for old and disabled people	Center for Social Care	2014 - 2015	€100.000 Municipal budget and donors	Home for old and siabled people built and put into operation
2.2.2	Establishing a network of visiting nurses for old people	Center for Social Care	2013-2015	€50.000 Municipal and republic budget and donors	Network of visiting nurses for old people established, trained for work and providing services to the users of social care
2.2.3	Establishing a fund for development of NGO sector	Municipality of Zubin Potok	2013 - 2017	€250.000 Municipal and republic budget and donors	Fund for financing of non- governmental organizations established, and every year a call for project financing is organised
Priority goal 2	2.3: Improving the quality	of education			
No ON	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
2.3.1	Improving the quality of school and pre-school buildings	Pre-school institution Elementary schools High school	2013 - 2017	€500.000 Municipal and republic budget and donors	All building of the educational system reconstructed

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2.3.2	Equipping elementary and high schools with	Elementary schools	2013 - 2017	€100.000 Municipal and	All educational institutions equipped with modern teaching
	modern teaching ands and materials	High school		republic budget and donors	aids and materials
	Establishing a center	Municipality of Zubin		€100.000	Center for professional
2.3.3	ror proressional development and retraining of workforce	Potok High school	2016 - 2017	Municipal and republic budget and donors	development and retraining established and trained to provide quality services
Priority goal 2	2.4: Improving culture				
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
2.4.1	Reconstruction of the Cultural Center building	Public Company JP Stari Kolašin	2013 - 2014	€350.000 Municipal budget and the European Union	Reconstruction of the Cultural Center finished, building given for use
	Construction of an ethnography / historical	Cl. Macamo Colletin		€100.000	
2.4.2	museum of the municipality of Zubin Potok	rubilc Collipariy or Stari Kolašin	2014 - 2015	Municipal budget and donors	Museum built and given for use
	Involving young people in cultural events (youth			€300.000	Number of young people
2.4.3	theater, traditional dances, painting and music groups)	rubiic Colinpariy or Stari Kolašin	2013 - 2017	Municipal budget and donors	participating in the preparation of cultural events raised by 25%

Priority goal 2	Priority goal 2.5: Improving sports				
ON.	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
	Construction of sports field in villages and	Municipality of Zubin Potok		€100.000	At least 4 sets of sports field
2.5.1	settlernents outside of Zubin Potok (Brnjak, Gazivode, Velji Breg, Zupče)	Public Company Directorate for Development	2014 - 2015	Municipal budget and donors	built in villages and settlements outside of Zubin Potok
	Construction of the	Municipality of Zubin Potok		€100.000	At least one running frack built
2.5.2	running and bicycle tracks	Public Company Directorate for Development	2013 - 2017	Municipal budget and donors	and at least 50km of cycling tracks
				€100.000	
2.5.3	Establishing clubs for water sports	Municipality of Zubin Potok	2013 - 2017	Municipal budget and donors	Club for water sports established and equipped
	Construction of the	منطر 7 عمر بغناه منمنمنم الم		€1.200.000	to the second second section with the second section with the second second second section with the second
2.5.4	sports complex for water sports (indoor and outdoor pool)	Municipality of Zubin Potok	2013 - 2017	Municipal budget and donors	water sports complex built and put into operation
Priority goal 2	2.6: Improving environmen	tal values of the settlements in Zubin Potok	ents in Zubin F	otok	
No	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
	Construction of a public	Municipality of Zubin Potok		€100.000	oter true back think have viii)
2.6.1	park in the settlement Zubin Potok	Public Company Directorate for Development	2014 - 2015	Municipal budget and donors	function

	Decoration of green	Municipality of Zubin		€100 000	
2.6.2	surfaces in the settlements Zubin Potok, Velji Breg, Brnjak and Zupče	Public Company Directorate for	2014 - 2015	Municipal budget and donors	Green surfaces decorated with flowers, ornamental foliage, street lamps and benches
STRATEŠKI C	STRATEŠKI CILJ 3: ECONOMIC DEVELO	PME	COMPETITIVEN	ESS OF THE ECONO	MY
Priority goal	Priority goal 3.1: Improving business environment for the development of small and medium-sized enterprises	vironment for the devel	opment of sma	Il and medium-sized	enterprises
0 V	Measure	Responsible institution	Timeframe	Estimated cost and sources of finance	Indicators
	Strengthening institutional support			€370.000	LED office established, staff trained for work on economic development
3.1.1	for the development of entrepreneurship and small and medium-sized	LED Office	2013-2017	Municipal budget	One-stop system for work with private sector established
	enterprises				Business council of the municipality of Zubin Potok established
					Communal infrastructure
					provided to each business structure
	Development of infrastructure necessary			€5.000.000	At least one location communally equipped for construction of factories
3.1.2	for faster development of the private sector	LED Office	2013-2017	Municipal budget and donors	At least one brownfield location revitalized
					At least one cluster established
					Center for development of business skills established

Priority goal 3	Priority goal 3.3: Promotion of investment potentials	nt potentials			
	Marketing for municipal			€750.000	Presenting economic potentials
3.3.1	investment potentials	LED Office	2013-2017	Municipal budget and donors	of the municipality in at least 5 fairs
	24:000 20:00 20:00 A			€750.000	At local throat conjugat
3.3.2	Attacuing local and foreign investments	LED Office	2013-2017	Municipal budget and donors	At least tillee foreign direct investments in the municipality

Priority goals and measures within this strategic goal shall be defined within a separate strategic plan that will be prepared within the tourism development project in the municipality of Zubin Potok.

STRATEGIC GOAL 4: TOURISM DEVELOPMENT

FINANCIAL FRAMEWORK OF THE DEVELOPMENT STRATEGY

For the implementation of the Private Sector Development Strategy of the Municipality of Zubin Potok, i.e. the action plan for the five-year period 2013 – 2017, it is necessary to provide funds at the total amount of 37.92 million euro, which is estimated for the implementation of 44 measures within 16 priority and 4 strategic goals. Overview of financial framework by strategic priorities and objectives is given in the Table 5. As it can be seen in the table, most funds are expected for the strategic goal 1: development of communal infrastructure with the estimated amount of 22.05 million euro or 58.15% of the overall amount. The highest single investment is also within this strategic goal, construction of the regional water supply system (10.5 million euro), included in the measure 1.1.1. Investments in the measures of the strategic goal 2: Improving the quality of social services is estimated at 3.95 million euro (or 10.42%), while investments within the strategic goal 3: Economic development and raising competitiveness of the economy are estimated at 11.92 million euro (31.43%). Investments in the strategic goal 4: Tourism development will be estimated within a separate sectoral strategy that will be developed during 2013 and 2014 within the tourism development project in the municipality of Zubin Potok.

Table 5: Overview of financial framework in relation to strategic priorities and objectives

Strategic priority / Objective	Estimated investment	% of total investment
Strategic goal 1: Development of communal infrastructure	€22.050.000	58,15%
Priority goal 1.1: Development of water supply system for settlements and villages	11.700.000	30,85%
Priority goal 1.2: Construction of the sewerage network and the waste water treatment system	€5.600.000	14,77%
Priority goal 1.3: Construction and reconstruction of local roads and streets	€3.500.000	9,23%
Priority goal 1.4: Improving the system for waste disposal and storage	€600.000	1.58%
Priority goal 1.5: Lighting for streets and squares in the municipal settlements	€400.000	1.05%
Priority goal 1.6: Capacity building for management of communal works	€100.000	0.26%
Priority goal 1.7: Development of planning documents	€150.000	0.40%

Strategic goal 2: Improving the quality of social services	€3.950.000	10,42%
Priority goal 2.1: Improving health care services	€3,500,000	29.72%
Priority goal 2.2: Improving social care services	€500.000	1,32%
Priority goal 2.3: Improving the quality of education	€400.000	1,05%
Priority goal 2.4: Improving culture	€700.000	1,85%
Priority goal 2.5: Improving sports	€650.000	1,71%
Priority goal 2.6: Improving environmental values of the settlements in Zubin Potok	€200.000	0,53%
Strategic goal 3: Economic development and raising competitiveness of the economy	€11.920.000	31,43%
Priority goal 3.1: Improving business environment for the development of small and medium-sized enterprises	€6.170.000	16,27%
Priority goal 3.2: Strengthening the economy and entrepreneurship	€4.250.000	11,21%
Priority goal 3.3: Promotion of investment potentials	€1.500.000	3,96%
Total:	€40,070,000	100%

Most funds are expected to be obtained from the budget of the Municipality of Zubin Potok, the Government of the Republic of Serbia, loans and donor funds, although other sources of finance are not excluded (private sector, etc.). In order to obtain donor funds for the Strategy implementation, the Municipality has to raise human capacities for the development of successful project applications.

MONITORING AND EVALUATION

Preparation of the strategic document and the adoption by the local self-government do not represent the end of the strategic planning process, but the beginning of implementation, i.e. strategic management. During the strategic management process, factors determining strategic priorities and measures often change, and it happens that adopted strategies are analyzed and revised. For those reasons, the strategy implementation process has to be constantly monitored and evaluated.

Monitoring of the implementation of the Development Strategy of the Municipality of Zubin Potok is a process that makes it possible to check whether activities carried out in the implementation process are within deadlines, and to have a timely reaction to possible delays in implementation of planned activities due to occurring difficulties, problems, lack of resources, etc. Monitoring is a continuous follow-up of results and progress in the strategy implementation. This process includes comparing information collected during the implementation to originally defined indicators.

Apart from monitoring, successful implementation of strategies also includes the evaluation process, that is important in measuring relevance, influences and effects of implemented activities. Evaluation uses information received through the monitoring process in order to determine: relevance (if an activity is relevant enough for the objective), effect (if expected results are achieved) and impact (if there is an improvement and to what extent).

Mechanisms for monitoring of the implementation of the Development Strategy of the Municipality of Zubin Potok include primarily human resources that will focus a part of work on monitoring the strategy implementation as well as establishing bodies and procedures that will ensure a successful monitoring. This means that at this stage, certain levels of authority and responsibility have to be defined.

The key link in the Strategy implementation and the first link in the chain of monitoring the Strategy implementation are employees of the Local Economic Development Office that would be established within the measure 3.1.1. Local Economic Development Office will annually submit a report on implementation of projects to the Municipal Assembly of Zubin Potok. If it is estimated as necessary based on reports, the Municipal Assembly can demand a revision of the Strategy.

Availability of the Development Strategy of the Municipality of Zubin Potok, i.e. information for the community about the level of implementation, is of great importance. The community has to be informed about the progress, as well as the activities carried out in order to help the achievement of objectives defined by the Strategy. For that reason, it is necessary to inform the public on regular basis about the Strategy implementation. The public should be informed regularly about the implemented projects, and the reports on

Strategy implementation have to be transparent and promoted.

The success of the Strategy implementation will depend on the level of involvement and interest of the public.

People are crucial for the development and progress of a community. The success of strategic planning and strategic management will depend on the people who manage the process, and the overall development will depend on investments in human resources. That is why it is necessay to constantly invest in human resources in order to successfully achieve the development goals defined by this strategy.

ANNEXES

ANNEX 1: LIST OF PARTICIPANTS IN THE GROUP FOR STRATEGIC PLANNING

Municipalty of Zubin Potok:

Srđan Đurović - Deputy Mayor of the Municipality of Zubin Potok
Dejan Stefanović - Senior associate for economy and finance
Ivan Božović - Associate for economy
Srđan Vučcinić – Associate for tourism and caterign industry
Slađana Milić – Associate for agriculture development
Nenad Bašsčarević – Legal advisor – Secretary / Association of beekeepers
Radenko Milenković – Associate for infrstructure development
Goran Obradović - Director JP Stari Kolašin

Private sector:

Rade Utvić – Agricultural cooperative Zemljoradnička zadruga "Zubin Potok" Sretko Jakšić – Company for forests "Ibar" Vlastimir Milentijević - PGP Kolašin Radivoje Jovanović - SZTR "Javor" Veljko Galjak - PP JUKOS Slavoljub Đurđević – Furniture factory "Simpo" Svetislav Baščarević - Farmer Predrag Božović – Hydropower plant "Gazivode"

NGOs

Radojko Vlašković - KRC Radmila Kapetanović - KSS Dragiša Mijačić - InTER

ANNEX 2: SECONDARY SOURCES

The following documents were used in the preparation of this document:

- Ibarski Kolašin: Priroda i tradicijska kultura, 2009;
- Lokalni akcioni plan zapošljavanja opštine Zubin Potok za 2011.
- Opština Zubin Potok: Plan Razvoja 2006 2009;
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