“Planning of City Center Government Office Accommodation”

Capstone Project Report

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**ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
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<tr>
<td>DEBM</td>
<td>Department of Engineering and Building Management</td>
</tr>
<tr>
<td>MPS</td>
<td>Ministry of Public Administration</td>
</tr>
<tr>
<td>PAK</td>
<td>Privatization Agency for Kosovo</td>
</tr>
<tr>
<td>KCA</td>
<td>Kosovo Cadastral Agency</td>
</tr>
<tr>
<td>MF (MEF)</td>
<td>Ministry of Finance (ex-Ministry of Economy and Finance)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>MI (MTPT)</td>
<td>Ministry of Infrastructure (Ministry of Transport and Post Telecommunication)</td>
</tr>
<tr>
<td>MLSW</td>
<td>Ministry of Labor and Social Welfare</td>
</tr>
<tr>
<td>MESP</td>
<td>Ministry of Environment and Spatial Planning</td>
</tr>
<tr>
<td>SOK</td>
<td>Statistical Office of Kosovo</td>
</tr>
<tr>
<td>MAFRD</td>
<td>Ministry of Agriculture, Forestry and Rural Development</td>
</tr>
<tr>
<td>AVF</td>
<td>Agency for Veterinary and Food</td>
</tr>
<tr>
<td>MTI</td>
<td>Ministry of Trade and Industry</td>
</tr>
<tr>
<td>MED-MEM</td>
<td>Ministry of Economic Development (Ministry of Energy and Mining)</td>
</tr>
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<td>MLG</td>
<td>Ministry of Local Government and Administration</td>
</tr>
<tr>
<td>MIA</td>
<td>Ministry of Internal Affairs</td>
</tr>
<tr>
<td>MCR</td>
<td>Ministry for Community and Return</td>
</tr>
<tr>
<td>MJ</td>
<td>Ministry of Justice</td>
</tr>
<tr>
<td>MCYS</td>
<td>Ministry of Culture Youth and Sport;</td>
</tr>
<tr>
<td>MEST</td>
<td>Ministry of Education, Science and Technology-MASHT</td>
</tr>
<tr>
<td>MH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>MKSF</td>
<td>Ministry for the Kosovo Security</td>
</tr>
<tr>
<td>TRA</td>
<td>Telecommunication Regulatory Authority;</td>
</tr>
<tr>
<td>PPRCK</td>
<td>Public Procurement Regulatory Commission on Kosovo</td>
</tr>
<tr>
<td>APP</td>
<td>Agency for Public Procurement</td>
</tr>
<tr>
<td>SOE</td>
<td>Social Owned Enterprise</td>
</tr>
<tr>
<td>EUPT</td>
<td>European Team for Planning in Kosovo</td>
</tr>
<tr>
<td>UNMIK</td>
<td>United Nations Interim Administration Mission in Kosovo</td>
</tr>
<tr>
<td>EULEX</td>
<td>European Union Rule of Law Mission in Kosova</td>
</tr>
<tr>
<td>KTA</td>
<td>Kosovo Trust Agency</td>
</tr>
</tbody>
</table>
Executive Summary

This capstone project involved the evaluation and selection of an adequate solution to solving the problem of accommodating the government institutions of Kosovo within the existing infrastructure of Pristina City Center.

The Department of Engineering and Building Management (DEBM) within Kosova’s Ministry of Public Administration (MPA), is competent for resolving the immediate accommodation issue of government employees. Different situations and movements in accommodation have changed the situation regarding building a new compound. A new capacity building has been made from the UNMIK to hold 9% of total employees. The new construction and existing facilities will hold 26%, and in addition “Germia” and “Bankos” also holds 20% (8% and 12% respectively see the figure below). “Rilindja” in addition as a complex together with tower “A” and annexes “B”, “C” and “D” will respectively hold 45% (respectively 16%, 14% and 15%). This accommodation solution fully utilizes City Center locations.
Three most significant recommendations are being made in this project:

- **Adapt Rilindja compound facility “B, “C” and build new building “D”**
  
  Annex “B” and “C” will enable a new working space of 17,550 m², and a technical space of 5,324 m², while annex “D” with 19,000 m² needed to fulfill the priority institution needs for its employees. This complex will solve the problem of permanent accommodation for 45% of the total number. This will allow the Privatization Agency of Kosova to continue with privatization of the Social Owned Enterprise (SOE) buildings.

- **To continue accommodation in the existing building in “Bankos” and “Germia”**
  
  Existing facility “Bankos” and “Germia” which have already accommodated 837 government employees (16% of the total number) should continue to be used for permanent accommodation. Besides the great capacities, these two buildings have also such a position as to be distant only 600~700 meters from the “UNMIK” and “Rilindja” complex around 800 meters.

- **Cost savings from investing within existing infrastructure in the city center**
  
  Using the investments which are in the process of being implemented (€ 42 Million) and in new investments from only (€22 Million until 2014), will solve the entire problem of government accommodation. Completed and future city center government buildings are detailed in the table below. Investment in the city center infrastructure will make significant cost savings where comparing with the potential totally new site out of the city center.

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Capital Investment - implemented</th>
<th>Capital investment estimation up to 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Bankos”</td>
<td>€ 8.8 Million</td>
<td></td>
</tr>
<tr>
<td>“Germia” building</td>
<td>€ 1.0 Million</td>
<td></td>
</tr>
<tr>
<td>“UNMIK”-facility</td>
<td>€ 1.0 Million</td>
<td>€ 2.6 Million</td>
</tr>
<tr>
<td>Accommodation/solved</td>
<td>€ 15.0 Million</td>
<td></td>
</tr>
<tr>
<td>“Rilindja” tower “A”</td>
<td>€ 17.0 Million</td>
<td></td>
</tr>
<tr>
<td>“Rilindja” annex “B”, “C” &amp; “D”</td>
<td></td>
<td>€ 18.9 Million</td>
</tr>
</tbody>
</table>
|                           | € 42.8 Million                   | € 21.5 Million                         | € 64.3 Million
CHAPTER 1-BACKGROUND OF ACCOMMODATION

1.1 Chronology of accommodation after 2000

Government Accommodation of civil staff after the war has been a major problem. The first year after the war the administration of Kosovo was a responsibility of UNMIK administration. From 1999 many international organizations (UNIMK, OSBE, UNHCR, UNDP), were present in Kosovo. Their staff has been accommodated in the public buildings inherited from the former political system\(^1\). Moreover, the Ministry of Public Administration (MPA), Department of Engineering and Building Management (DEBM)\(^2\) by the regulation 2001/19 (2005/53) was competent for accommodation of all Government institutions.

On July 25, 2002 KTA (Kosovo Trust Agency) was established, which was responsible for privatization of public buildings inherited from the former federated system, MPA/DEBM continued to accommodate all Ministries. There was a lack of buildings and Kosovo institutions were growing fast. A solution to this situation was very hard to find. In 2003, many Social Owned Enterprise buildings were renovated and some Government institutions were accommodated there, but others locked public buildings for accommodation. These situations were not managed by the DEBM. This entire situation led the Government into renting houses for office space. They modified houses and changed them into offices and as a result the Government expenditure has been extremely high. The expenditures on rent only for private houses in Pristina were approximately € 2.5 Million annually (according to records of the MPA-Division of Engineering). This did not include counting the expenditure for readapting for each movement of employees. Institutions accommodated in the SOE buildings had rent much lower, rounding up to € 87 thousand annually. The cost of remodeling them was very high and the time period for their usage was not guaranteed since the assets were property of PAK\(^3\) (Privatization Agency of Kosovo).

\(^1\)International Center for transitional and Justice. Author: Eduard Tawil, page 9-14-pdf.usaid.gov/pdfdocs/PNACX731.pdf
\(^2\)From the next page the name of Department of Engineering and Building Management, it will be used as DEBM
\(^3\)PAK- http://www.pak-ks.org/
The MPA/DEBMS, based on UNMIK regulation 19/2001(53-2005), was responsible for Government accommodation and considering this chaotic situation the above mentioned department prepared “Strategic Plan for Residential Accommodation of Kosovo 2008-2015”.

1.2 Strategic plans for accommodation

Plan for office accommodation of the government of Kosovo was adopted by the Government in 2007, and it had this phases:

1. Emergency short-term planning under government order no.03/274, dated 03/10/2007, was planned to accommodate the ministries or other government institutions from private facilities to the SOE\(^4\) buildings. There were accommodated around 636 employees with an investment of €1.3 Million. These investments were temporary up to a permanent solution to institutions resolve the accommodation issue. In these renovated facilities the following were to be placed: Ministry of Trade and Industry, Ministry of Energy and Mining, Ministry of Community and Returns, and Policy Inspection.

2. Part of mid-term strategic plan it was adapting ‘Rilindja’\(^5\) tower building "A" and renovation of the facility “B”, “C”, and "D" for a temporary accommodation.

3. Long-term planning on behalf of the strategic plan had foreseen to plan the construction of a totally new government complex out of city center, the suburb called Ajvalia (2008-2015). This plan didn’t start as it was planned to begin in 2008. The plan included 27 Government Institutions to have permanent accommodation outside of city center. The cost for investment is €134 Million. In mean time government institutions have made different movements in term of their permanent accommodation in the city center. This project it didn’t start jet and it seems that is no need for building totally new site after many investments in the city center. This plan it didn’t started due to the numerous infrastructure problems and multiple barriers that decelerate the process due to lack of municipal development plan.

\(^4\) SOE Buildings inherited from former political system

\(^5\) Rilindja is the building previously used by ex-newspaper “Rilindja”. From this next page the name of this building will be used without quote marks
1.3 Government office accommodation in the city center after 2008 - present

Many institutions past in 2008 from private houses to the SOE buildings for better working conditions. The situation for office space it wasn’t rational shared, buildings were to small compare with their accommodation needs. Their working conditions were difficult. Particularly after Kosova became independent new institutions were growing and many of them are in the process of their formation. After 2008 institutions are continuously changing and office space is one of the main problems which have direct indication in their work efficiency. The solution of the problem of office accommodation for 30 government institutions (Figure 1.3.1) has been revised in order to find appropriate solution for accommodation in the city center.

Figure 1.3.1 Government accommodation needs (5211 employee)

Kosova is a new country and has many priorities to fulfill. Using the existing infrastructure and buildings in the city center will save the budget of Kosova Government. The question is:
whether government should implement a totally new government complex investment outside the city, or make a solution for accommodation in the City Center? Through utilization of existing buildings in the city center the government can create office space for accommodation of 5,211 employees. Different movements for permanent solution created new office space for permanent accommodation of government employee. Rilindja site complex with the existing annexes “B”, “C” and new annex “D” together with Rilindja tower “A” can create additional space for accommodations needs. This complex with great location and position in the city center has capacity for accommodation of government employee. Also accommodating all government employees in the city center will create possibility that many SOE buildings that are currently used by government employees to be returned to PAK\(^6\) in order to continue with the process of privatization.

Figure 1.3.2 Rilindja Complex with Annex “A”, “B” and “C”

\(^6\) PAK-Privatization Agency of Kosova
CHAPTER 2-ACTUAL ACCOMMODATION OF GOVERNMENT INSTITUTIONS

2.1 Government accommodation

Government institutions were dispersed all over the town in different buildings without any planning. After the emergency situation of the accommodation all of them past on the empty buildings which were under PAK. Buildings which in former political system belonged to the society today were under the competence of PAK whose role was to deal with this issue and to privatize the SOE\(^7\) buildings.

Figure 2.1 Dispersed institutions in the city center of Pristina town

Source: Department of Engineering and Building Management/MAP

\(^7\) Socially Owned Enterprises
In terms of accommodation the government institution has been going through difficult situations. Even after they were accommodated in the SOE buildings they were identified inappropriate for their needs. The SOE facilities which were available and used from the ministries there space was not enough. As a result institutions were spread partially in many buildings having difficulty in communication and work was inefficient.

Some institutions, even after the investment for accommodation has been finished from DEBM/MAP, after short time their buildings were sold from the PAK. Four of the buildings were sold after the investment of € 3 Million. The buildings “KIPA” which accommodated Kosova Institute for Public Administration, “Urata” building which accommodated Ministry of Local Government, “Fazita” building, which accommodated a part of Ministry of Finance and “Kosovarja” building accommodated part of Ministry of Finance (see the picture 2.2)

Figure 2.2 Privatized buildings “KIPA”; “Urata”; “Fazita” and “Kosovarja”

Source: Department of Engineering and Building Management/MAP

### 2.2 Current accommodation of government institutions

In the following table Ministries are presented in their actual situation (see the Table 2.2), where thirty institutions with different number of employees are accommodated in more than 17 buildings. The total numbers of employees are 5, 211.
### Table 2.2.1 Actual accommodations of Government Institutions (table continues to next page)

<table>
<thead>
<tr>
<th>NR.</th>
<th>Institutions</th>
<th>Employees</th>
<th>Location of accommodation</th>
<th>Ownership of Institutions</th>
<th>Socially Owned Building</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prime Ministry of Kosovo</td>
<td>210</td>
<td>Building &quot;Bankos&quot;</td>
<td></td>
<td>yes</td>
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<tr>
<td>2</td>
<td>Ministry of Public Administration</td>
<td>250</td>
<td>Building &quot;Rilindja&quot;</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3</td>
<td>Kosovo Cadastral Agency, MPA</td>
<td>90</td>
<td>Building &quot;Archive of Kosovo&quot;</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Statistical Office of Kosovo, MPA</td>
<td>136</td>
<td>Building close to Museum of Kosova</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Kosovo Institute for Public Administration, MPA</td>
<td>24</td>
<td>Building-Ex &quot;Kosovo Drvo&quot;</td>
<td></td>
<td>privatized</td>
<td></td>
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<tr>
<td>6</td>
<td>Ministry of Finance</td>
<td>376</td>
<td>Building-Ex &quot;Bankos&quot; /partially are outside renting houses</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Kosovo Tax Administration, MEF</td>
<td>325</td>
<td>Head of the Ministries are in the center of town, (close to KEK), others close to Dragoman suburb's (ex-Red Cross), and others in ex -Gerimia building</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Ministry of Transport and Telecommunications; -transformed to Ministry of Infrastructure</td>
<td>351</td>
<td>Building &quot;Gerimia&quot;, and others near the bus station, sunny hill</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Ministry of Labor and Social Welfare</td>
<td>292</td>
<td>Close to EU-building, one part is renting a building, others in &quot;Rilindja&quot; containers and a new department can’t employ the staff, no space.</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Institute for Hydrometeorology;</td>
<td>100</td>
<td>In the road to Fush Kosova-Not managed by MAP</td>
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<td>yes</td>
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<td>11</td>
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<td>230</td>
<td>&quot;Rilindja&quot;</td>
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<td>yes</td>
<td></td>
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<td>12</td>
<td>Ministry of Agriculture, Forestry and Rural Development;</td>
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<td>&quot;Ministry of culture&quot;; 'Statistical office of Kosovo&quot;-to crowded</td>
<td></td>
<td>yes</td>
<td></td>
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<td>13</td>
<td>Agency of Veterinary and Food;</td>
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<td>Not managed by MAP</td>
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<td>yes</td>
<td></td>
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<td>14</td>
<td>Ministry of Trade and Industry</td>
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<td>Ex-&quot;Student cafeteria&quot;</td>
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<td>yes</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Ministry of Energy and Mine</td>
<td>187</td>
<td>&quot;Toskana&quot; building</td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Ministry of Local Government Administration</td>
<td>150</td>
<td>&quot;Rilindja&quot; building</td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Ministry of Internal Affairs</td>
<td>404</td>
<td>&quot;Gerim&quot;1-st floor and 4-th, new building, &quot;Torkbahce&quot;</td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Ministry of Community and Return</td>
<td>135</td>
<td>Railroad building</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Ministry of Health</td>
<td>165</td>
<td>Ex-Chest hospital</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Ministry of Culture, Youth and Sports</td>
<td>171</td>
<td>Building of “Political Parties”</td>
<td></td>
<td>yes</td>
<td></td>
</tr>
</tbody>
</table>
From the table analyses it seems that situation is not the same as it was before the strategic plan was created (respectively 2007). Some of the Ministries in actual situation have different position by acquiring their ownership of the buildings and others have new permanent buildings for their needs (see the Table 2.2.1). This group can be considered as the ones who solved their problem for accommodation. Two Agencies are still in the private houses paying high cost for rent, and their conditions are not appropriate for their needs (Telecommunication Public Regulatory and Public Procurement).

Table 2.2.2- Institutions solved the problem of accommodation (table continues to the next page)
2.3 New investments in the city for government employees

Ministry of Education, Science and Technology (MASHT), is located in the center of the city. There are two similar buildings where one is designated for MASHT and the other building for the Academy of Science and Arts. Design process started since 2005 and continued until 2007, a construction finished in 2010 (see the figure 2.3). Buildings created space for accommodation of 160 employees. They have has basements, ground floor and 4 floors. The cost of investment was € 5, 9 Million.
Ministry of Kosovo Security Force began with new construction in 2011. Building has the capacity for 172 employees, and the space of building is 6,000 m². This building is expected to be finished by 2014, with the cost investment of €3,4 Million.
**Kosovo Intelligence Agency**- building started with a new construction in 2012 with space around 5,000 m², which contains the necessary space for administrative building, and were, will be accommodating 250 officials. Building has basement, ground floor and five floors. The cost of investment is around €6 Million.

Figure 2.3.3 Kosovo Intelligence Agency new government building

Source: Department of Engineering and Building Management/MAP

From the new situation created from accommodation in the three institutions this year the situation for accommodation numbers has changed compared to its requirements. Three institutions now have their own buildings and there ownership which means they have solved the permanent issue of accommodation (160 employees, 250 employees and 175 employees) and reduced the total needs for accommodation.

Therefore the need for accommodation will be last until 2014 when the construction will be finished and ready for accommodation. The actual needs will be lower by 26% of the total needs. This situation will be an advantage for the new solution of accommodation in the city of Pristina.

### 2.4 Actual accommodation in Rilindja tower

One of the buildings which made a good solution for accommodation is the tower of Rilindja Complex. This building has a big capacity for accommodation and is the main building within the Rilindja Complex. Tower building “A” has ground, mezzanine, and 18 floors. Renovation of this building started in 2008 and it was renovated as a plan for emergency accommodation.
Figure 2.4.1 Rilindja tower renovated

![Rilindja tower renovated](image)

Source: Department of Engineering and Building Management/MAP

Building has access from the main entrance in south east, and has great access from the main road with a distance 48 m. Department of Engineering within the Ministry of Public Administration began with process of planning and finished the renovation by the end of 2009. The building offered office space for accommodation for 850 employees, four ministries (see the table 2.4), and office space of 20,000 m².

Table 2.4 Accommodation in the Tower annex “A”

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Employee</th>
<th>Location of accommodation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employee</td>
<td>5,211</td>
<td>Tower “A”</td>
</tr>
<tr>
<td>Ministry of Public Administration</td>
<td>250</td>
<td>Tower “A”</td>
</tr>
<tr>
<td>Ministry of Environment and Spatial Planning:</td>
<td>230</td>
<td>Tower “A”</td>
</tr>
<tr>
<td>Ministry of Local Government Administration</td>
<td>150</td>
<td>Tower “A”</td>
</tr>
<tr>
<td>Ministry of Justice</td>
<td>220</td>
<td>Tower “A”</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>850</td>
<td></td>
</tr>
</tbody>
</table>

![Capacity of Rilindja tower](image)
Accommodation in this building since the situation was at the time very chaotic the four ministries have been arranged for accommodation in the same design and each ministry had one floor for political staff. Offices offered from the design were the same in each floor. The design for each floor has six closed offices and other space it was entire open space. Closed offices have been calculated only for the hierarchy, were it was not taking in consideration the specific needs from the employee for confidentiality respectively working with confidential cases. A good example is the Ministry of Justice where the needs for closed offices came after they were accommodated. Additional cost for new intervention was very high taking in consideration that installation was calculated for open offices. Also in lack of space had MAP where specific space for warehouses where missing for carpentry Sector of Civil Construction. Also there is a missing space for additional archives for the Ministry of Environment and Spatial Planning. Having this situation of accommodation in the future should be taken into consideration for close coordination for better occurring plans from the beginning of the project designee.

2.5 Capacity from existing facility “Bankos” and “Germia”

Bankos building has high capacity of accommodation and great position in the city center. The project of renovation was finished in 2005 and there were accommodated the Prime Ministry and MEF. The building has a big capacity for accommodation of 14,475 m2. The location is in the distance of only 700-800 M from Rilindja Complex and less than the 500 m from UNMIK complex.

---

8 Bankos is the building previously used as a bank. From the next page the name of building will be used without quoted marks.
Planning of City Center Government Office Accommodation

Figure 2.5.1 Buildings in the city center with high capacity for accommodation

Source: Department of Engineering and Building Management/MAP

Figure 2.5.2 Positions of the “Germia” and “Bankos” building

Source: Department of Engineering and Building Management/MAP

Table 2.5.2 Employee capacity accommodated in Bankos building

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Employee</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employee</td>
<td>5,211</td>
<td></td>
</tr>
<tr>
<td>Prime Ministry of Kosovo</td>
<td>221</td>
<td>“Bankos”</td>
</tr>
<tr>
<td>Ministry of European Integration</td>
<td>56</td>
<td>“Bankos”</td>
</tr>
<tr>
<td>Ministry of Foreign affairs</td>
<td>41</td>
<td>“Bankos”</td>
</tr>
<tr>
<td>Ministry of Finance</td>
<td>282</td>
<td>“Bankos”</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>600.00</td>
<td></td>
</tr>
</tbody>
</table>
Investment done by DEBM/MAP was present in this building from the beginning of 2002 and it still continues with accommodation. Investment in this building completed in 2005 where the entire building renovation where finished including stages of the technical assistance, detail design and entire renovation of the building including outside infrastructure from € 8.8 Million.

Another location is Germia\textsuperscript{9} building which has the space capacity from 8,400 m\textsuperscript{2}, and where were accommodated 437 employees.

The investment done for the entire building renovation and infrastructure was it was around € 1 Million.

Table 2.5.2 Accommodations in Germia building

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Employee</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employee</td>
<td>5,211</td>
<td></td>
</tr>
<tr>
<td>Ministry of Infrastructure</td>
<td>275</td>
<td>Germia</td>
</tr>
<tr>
<td>Ministry of Internal Affairs</td>
<td>59</td>
<td>Germia</td>
</tr>
<tr>
<td>Ministry of Tax Administration</td>
<td>48</td>
<td>Germia</td>
</tr>
<tr>
<td>The Independent Oversight Board of Kosova</td>
<td>35</td>
<td>Germia</td>
</tr>
<tr>
<td>Public Procurement Agency</td>
<td>20</td>
<td>Germia</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>437.00</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.5.3 Capacity of the “Bankos” and “Germia”

\textsuperscript{9} Germia is the name of the building previously used as a shopping center. From the next page the name of this building will be used without quoted marks
CHAPTER 3-UNMIK DEVELOPMENT

3.1 Chronology of UNMIK accommodation

The mandate of United National Administration Mission in Kosovo (UNMIK), has been since 1999 and its role was to administrate, help and ensure normal life based on the resolution 1244 (1999), by Security Council. Organization Security and Cooperation in Europe (OSCE) retained UNMIK as a main pillar for the institutional building.

Considering their role and duties, one of the problems was UNMIK accommodation. This problem was solved in a way that the accommodation of employees in current buildings was inherited from the previous political system (SOE). Many of these buildings were renovated and used for accommodation needs not only in Pristina but also in various cities of Kosova. These buildings had sustained structure and sufficient space for emergency solution to the problem of accommodation. In Kosovo, despite UNMIK that was present in Kosovo, there were also various international organizations such as: UNDP; UNHCR; OSCE; EUPT etc.

At the time of transition, when the powers began gradually to pass to the Government of Kosovo, the government had relatively a small use of buildings (Social Owned Enterprise). The issue of the buildings and properties was not defined, but the rapid changes and achieving the independence of Kosovo, the number of new Institutions grew quickly and the requests for accommodation were immense.

The transition period started in 2007 when the international organizations started to be reduced or abolished, so UNMIK offers the government these buildings for their use. Requests for accommodation by the Government of Kosovo were very large. Their main demand was the number of buildings from UNMIK to be passed on the use of Government of Kosovo. Agreement was reached that such properties are Central Complex of UNMIK (near the “Grand Hotel Prishtina), UNMIK Clinic (near the City Stadium) and part of Airport of Prishtina (Heliodrom), after the transition period and the creation of a new state this property to belong to Government of Kosova. As for other properties that have had the status of SOE buildings should remain under the jurisdiction of PAK regulations for their privatization. Issues of power that these buildings belong to whom and by who should be used in future have been very
controversial topic. The problem of power was an issue that was created between three parties: PAK-for sale, government-for accommodation, and part of UNMIK which continue to stand and use the buildings, except the building of “Hotel” that was released in 2011. Parties of PAK think that these buildings should be managed by the agency due to their sales process and should be under jurisdiction, while MAP/DEBM for other side has requested that these buildings to be used by the Government and be under the competence of Government. The government taking into consideration the broader needs for accommodation has issued a decision with a number 03/274, and date of 03.10.2007 were all the buildings that have been used by UNMIK at the time of transition must be all transferred under the management of Kosovo Government. This document gives the right to the government to consider all requests from institutions and utilize buildings with former Social Owned Enterprise under parties and make solution for the needs of accommodation. After many debates between PAK, UNMIK and MAP it was confirmed that the buildings that have been currently used by UNMIK to remain state property. These buildings can remain as state asset and the right of use should have only the Government of Kosova.

MAP/DEBM since 2009/2010 has begun to accept only one building released in 2011 where already have been starting to make renovation and by the end of 2012 will be used for accommodation of 125 employees. Other buildings as it is planed after released by 2012 will start immediately with renovation and accommodation.

Figure 3.1 Landscape of the UNMIK complex
3. 2 Description of UNMIK complex for permanent accommodation

UNMIK Complex has very good position in the center of the town, and could be one of the best locations for government employee accommodation. From the past the building was build and used as facility for ex-army of Former Yugoslavia.

The complex in itself contains three buildings:

- **Main Head Quarter** (main administrative building)
- **East Wing** (Hotel of the complex)
- **Annex of administrative building** (ex-army cinema)

Complex it’s located in distance only 300 M from Rilindja compound and in the other side from the assembly and parliament only 500 M. Three important spaces also can be part of the Kosovo Government:

- UNMIK-Clinic has just little capacity comparing with entire complex. There are located part of the department of Ministry of Internal Affairs from 25 employee. A building needs further investment for total use of basement from 40 m2.
- Parking already is used from the Ministry of Internal Affairs for parking needs
- Helicopters base it was used from UNMIK- it was a part of Pristina airport, reserved specially for the needs of United Nations and UNMIK. This two landing bases are in good condition for use. Other facility garages and warehouses which were part of the helicopters base of the airport they were drown out from existing site.

3. 3 Main Building- Head Quarters

One of the most important buildings in the framework of the Complex, with more suitable infrastructure for accommodation is the building of the Head Quarters which is located in the compound of UNMIK. It has approximately 2.279 m² of office spaces and additional space of corridors, technical spaces and lobbies.

Total space of this building in the center of the town is ...............4. 282 m²
Table 3.3.1 “UNMIK” buildings facility and space available for accommodation of government employee

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Code</th>
<th>Building:</th>
<th>Owners hip:</th>
<th>Location</th>
<th>Office - m²:</th>
<th>(Corridor; Toilets) - m²:</th>
<th>Technical Space - m²:</th>
<th>Lobby / Auditorium - m²:</th>
<th>Warehouse - m²:</th>
<th>UNMIK Buildings - m²: (NETO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HQ03</td>
<td>Main Building</td>
<td>Gov.</td>
<td>PR</td>
<td>2279.7</td>
<td>972.3</td>
<td>800.0</td>
<td>230.0</td>
<td></td>
<td>4.282.00</td>
</tr>
<tr>
<td>2</td>
<td>HQ04</td>
<td>Annex Building</td>
<td>Gov.</td>
<td>PR</td>
<td>740.0</td>
<td>135.0</td>
<td>707.0</td>
<td>1102.0</td>
<td></td>
<td>2.684.00</td>
</tr>
<tr>
<td>3</td>
<td>HQ22</td>
<td>UNMIK-Hotel</td>
<td>Gov.</td>
<td>PR</td>
<td>1851.7</td>
<td>427.2</td>
<td>320.0</td>
<td>400.0</td>
<td></td>
<td>2.998.00</td>
</tr>
<tr>
<td>4</td>
<td>HQ15</td>
<td>Medical Clinic</td>
<td>Gov.</td>
<td>PR</td>
<td>200.0</td>
<td>100.0</td>
<td></td>
<td></td>
<td></td>
<td>300.00</td>
</tr>
<tr>
<td>5</td>
<td>HQ58</td>
<td>Parking close to Clinic</td>
<td>Gov.</td>
<td>PR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>RE4</td>
<td>Base for helicopters</td>
<td>Gov.</td>
<td>PR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>TOTAL:</td>
<td></td>
<td></td>
<td>14357.6</td>
<td>4764.8</td>
<td>2154.7</td>
<td>2117.0</td>
<td>7020.0</td>
<td>10,264.0</td>
</tr>
</tbody>
</table>

Figure 3.3.2 UNMIK complex for permanent accommodation use

Figure 3.3.3 Landscape of UNMIK Complex and the relation with Rilindja Complex
3.4 Annex Building

Another building which is part of this location is Annex Building which has office space of 740 m² with additional space /corridors technical space. This building has a big auditorium 1.102 m² with total space 2,684 m².

3.5 UNMIK/Hotel

The building served as a hotel for the ex/army in the former communist system. The functional aspect this building consisted from the areas that have served this function. After UNMIK this
complex is used from EULEX and only “Hotel” building is released completely. This building is released and will be utilized for immediate government office accommodation. The building has basement, ground floor, mezzanine and 10 floors with a total area of 3,000 m², including the terrace areas space available will be 4,914 m². MAP/DEBM already has made the accommodation plan for the Ministry of Foreign Affairs for accommodation of 125 government employees. This solution of accommodation will be considered as a permanent accommodation because this building will remain in government ownership.

- Renovation of the Hotel begun by the end of 2011 and total cost of renovation is € 1 Million (€963 thousand).

3.6 Heliodrom

After UNMIK transition two landing helicopter bases are available. Part of this space is helicopter hangar which has been removed after transitions. One of the bases it’s in a good condition while the other one requires partial renovation.

Figure 3.6.1 Heliodrom with two landing space

Source: DEBM/MAP

3.7 Investment from UNMIK/buildings

Spaces released from the transfer of UNMIK in total for the future planning for government accommodation in total is about 10,264 m². Based on the recent contract signed on November 2011 for renovation of the building for Ministry of Foreign Affairs with a value of €963 Thousand, the average price of the renovation and infrastructure per meter square it was € 321 per m². Considering the prices can vary, and unforeseen works can be present for unexpected
situations future estimation is calculated. Estimation is calculated on the amount of 15%, above mentioned per m². Estimation for new investments in this complex will be considered around 370 euro/m² for renovation of the building and infrastructure. According to estimated calculations (See the Table 3.7), indicated that the main building will be estimation of € 1.6 Million, while for Annex Building € 1 Million.

Medical Clinic needs additional renovated of the basement and the cost value estimation will be around €14 Thousand Euro.

In the base of the helicopter, would be necessary to establish new supplies and to put new ones to serve better on the function of helicopters which is estimated € 63 Thousand.

The total price from € 3, 6 Million for the entire UNMIK facilities will be in the future for permanent accommodation of staff from 460 employees.

Table 3.6.2 UNMIK/ site investments

<table>
<thead>
<tr>
<th>Nr.</th>
<th>BUILDINGS</th>
<th>OFFICES / m²</th>
<th>Total /m²</th>
<th>Employ</th>
<th>Planning Investment</th>
<th>Time estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HQ 03</td>
<td>Main Building</td>
<td>4300</td>
<td>187</td>
<td>1,591,000 €</td>
<td>2014</td>
</tr>
<tr>
<td>2</td>
<td>HQ 04</td>
<td>Annex Building</td>
<td>2700</td>
<td>117</td>
<td>999,000 €</td>
<td>2014</td>
</tr>
<tr>
<td>3</td>
<td>HQ 22</td>
<td>UNMIK-Hotel</td>
<td>3000</td>
<td>130</td>
<td>963,161 €</td>
<td>Started 2011</td>
</tr>
<tr>
<td>4</td>
<td>HQ 15</td>
<td>Medical Clinic</td>
<td>300</td>
<td>25</td>
<td>14,000 €</td>
<td>2012</td>
</tr>
<tr>
<td>6</td>
<td>HQ 58</td>
<td>Parking close to Clinic</td>
<td>0</td>
<td></td>
<td>0 €</td>
<td>2013</td>
</tr>
<tr>
<td>7</td>
<td>RE4 01</td>
<td>Base for helicopters</td>
<td></td>
<td></td>
<td>63,000.00 €</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>10300</strong></td>
<td><strong>460</strong></td>
<td><strong>3,630,161.00 €</strong></td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER 4- PRIORITIZED MINISTRIES FOR ACCOMMODATION IN RILINDJA COMPLEX “B” “C” and “D”

4.1 Prioritized Ministries for accommodation

Referring data’s from DEBMS, eight Ministries are prioritized based on their bad working conditions and the risk that they could be privatized from the PAK. There total number is 1500 employee.

Table 4.1.1 Institution with priority for accommodation

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Employee</th>
<th>Location of accommodation</th>
<th>Institutional Owners</th>
<th>Social Owned Building</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kosovo Cadastral Agency; MPA</td>
<td>90</td>
<td>Building-“Archive of Kosovo”</td>
<td>no</td>
<td>Archive of Kosovo</td>
<td>yes</td>
</tr>
<tr>
<td>Kosovo Tax Administration, MEF</td>
<td>325</td>
<td>Head of the Ministries are in the center of town, (close to KEK), others close to Dragodan -suburb’s (ex-Red Cross), others in ex-Germia building</td>
<td>no</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Ministry of Labor and Social Welfare</td>
<td>292</td>
<td>Close to EU-building, one part is renting a space, others are in “Rilindja” containers and a new department can’t employ the staff because of space.</td>
<td>no</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Ministry of Agriculture, Forestry and Rural development;</td>
<td>177</td>
<td>“Ministry of culture”; and to the building of ‘Statistical office of Kosovo’-to crowded</td>
<td>no</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Ministry of Trade and Industry</td>
<td>179</td>
<td>Ex-“Student cafeteria”</td>
<td>no</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Ministry of Energy and Mine</td>
<td>187</td>
<td>“Toscana” building-owned by KEK</td>
<td>no</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Ministry of Internal Affairs</td>
<td>250</td>
<td>“Germi”1-st floor and 4-th, new building. “Taubahce”</td>
<td>no</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>TOTAL:</td>
<td>1,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL(Gov. employees):</td>
<td>5,211</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In order to see their conditions the direct visit on the site resulted on their conditions and the actual situation they are.
4.2 Kosovo Cadastral Agency

Accommodation situation in the building is inappropriate; in lack of needing spaces for adequate for maps and archives. Employee’s shares the working space of 3-4 m² in person and the conditions do not meet technical standards for employees. The work environment is very inappropriate and many offices don’t even have natural light. Agency is placed in emergency in an Archives of Kosovo building, and is only a temporary solution until they will be organized a new office accommodation.

The Agency has rapid development plans to grow and also with new office needs. In lack of office space this Agency has direct impact in a creation of new departments. According to data’s of the Planning Division in DEBM/MAP, many employees are expected to be recruited, but the space will not be able to create office accommodation. Even the number is 90 employee there office and other functional spaces should coordinated with the specific requirements.

Figure 4.2.1 Archive of Kosova building used partially from Kosova Cadastral Agency

Source: Kosovo Cadastral Agency of Kosova/MAP

4.3 Kosovo Tax Administrations

This Ministry is located in many places; there buildings are dispersed in the town and partially accommodated outside of the city. All the buildings belong to the SOE buildings, and sooner or later they will be privatized. Most of the employee are accommodated in the main building (see the figure 4.3.1) close to KEK, were the space is very crowded without any technical standards for accommodation.
Figure 4.3.1 Employees are dispersed in many buildings/Main Building, Germia and Rilindja

Source: Kosovo Cadastral Agency of Kosova, Department of Engineering and Building Management/MAP

Partially are accommodated in “Germia” buildings in ground floor, were the building is shared with Ministry of Infrastructure and Ministry of Internal Affairs. Another building they rent is “Mekanizimi” and another Rilindja building which doesn’t belong to the main complex. There working offices doesn’t fulfill the technical Standards, even the corridors are used for office space accommodations of the employee. In lock of the archives thy rent different warehouses in Shkabaj (Obiliq) with a space of 600 m2. This Ministry has plenty documentation to archive and
lock of space most of documents are transferred into different regional centers in Mitrovica and Prizren. During there working needs they are obliged to travel ~200km to get the document if that is a requested need. The work relation and communication between them, as a result of the working distance is inefficient and the cost expenditure are higher. This ministry has the largest number of employees and their total number is 325 employees.

4.4 Ministry of Labor and Social Welfare

A part of this Ministry of Labor and Social Welfare (Pension Agency), there facilities are located near the European Union building, the rest pays rent in different private building in the city, and others are located in temporary buildings (containers) at the Rilindja complex. Containers are old and people working in this facility complain from the direct access of cold weather and crowded space they need to share. Containers are old more than 10 years, and they are damaged. This Ministry is growing fast and the office space is necessary. As an example of 20 people needs to be hired, but there is no space. Office space has direct indication in the work efficiency from the needs of recruitment for new staff. Ministries have lock of the archives space. The total number which needs to be accommodated is 292 employees.

Figure 4.4.1 Ministry accommodated in temporary buildings

Source: Kosovo Cadastral Agency of Kosova/MAP
4.5 Ministry of Agriculture, Forestry and Rural Development

This ministry is located partially in the Ministry of Culture, and the rest in the Bureau of Statistics-building. There are numerous problems, dispersed, lack of space for work, lack of archives rooms, meeting rooms.

Figure 4.5.1 MAFRD accommodated in two buildings

Source: Kosovo Cadastral Agency of Kosova/MAP

4.6 Ministries of Trade and Industry

The Ministry has been accommodated in the building (see the Figure 4.5.1), as a part of emergency plan to remove from private with high cost of rent in 2008. This building on which the Ministry of Trade and Industry is located used to be ex-student canteen. This building belongs to the category of the SOE buildings. This construction building after 2009 have increased the capacity of employees from 50%, so the employees are located in a crowded space, sharing spaces from 3 to 4 m². As annex were built another building, in order to meet with the accommodation needs. The Staff of this Ministry are concerned from the privatization of this building by AKP. The total number of people who needs to be accommodated in the Rilindja Complex is 187 employees.
4.7 Ministry of Economic Development

Ministry of Economic Development has been accommodated as part of emergency plan in 2008. This building is located in city center and the owner is public electric Company (KEK). According to this Ministry, KEK were interesting in registering all their properties for the privatization process. Actually Ministry of Economic Development are sheering the building with KEK and in particular using only some floors of the building (Partially Second, Third and
Fourth floor), and other space are used from KEK (See the figure 4.7.1). Working Area doesn’t fulfill their needs for work. After their different changes in there institution after 2010 there needs requires more space. The total number of employees as a result has increased. Since the building was given for a temporary use, there is a lack of office space, lock of archive space. Numbers which needs to be accommodated are 187 employees.

4.8 Ministry of Internal Affairs

Figure 4.8.1 Ministry of Internal Affairs accommodated partially in new building and Germia

Source: Source: Kosovo Cadastral Agency of Kosova/MAP

The former location of Internal Affair was demolished (See in the Figure 3.7.1), due to war situation. After 2008 a new building was constructed, however this building does not meet all the needs for accommodation, were the Ministry is placed and distributed in many different buildings where as the nature of their work has directly been hampered by the spread of the stuff. A part is found in the Rilindja tower building, while the other part which deals with apostil stamps in Germia building, another part in “Taukbahce“-center for asylum. Numbers which needs to be accommodated in “Rilindja” complex are 116 people.
4.9 Different proposals for permanent accommodation of government employee

Strategic plan had foreseen to accommodate employee in the new complex in Ajvalia (2008-2015). This project has not started yet due to the numerous infrastructure problems and multiple barriers that decelerate the process due to lack of municipal development plan. Government was interesting in investment in the town and as a result they proposed the new permanent accommodation plan in the city center.

4.9.1 Proposal from MAP for permanent accommodation in the city center

Government was interesting to make permanent accommodation in the city center and as a result MPA in 2007 reviewed several other alternatives of accommodation of ministries in city locations, as a result the initiative of the MAP working group several alternatives in different locations in the city of Pristina were proposed. The most suited location for accommodation that was also supported by the working group mentioned in Decision with nr.07/198, dated 05/10/2006, which defined Rilindja complex and few of the of the parcels around as the location for permanent accommodation.

Figure 5.7.1 The new proposals for permanent accommodation in the City Center

The overall space would be equal to 10 ha and would include 11 new government buildings. This investment, would reach the amount of € 131 Million. Besides the Rilindja location, in the complex were also included private lots that complicated the situation in legal terms and seemed
that this situation was difficult to be solved. This idea didn’t have the support of the Pristina municipality which said that the parcels are not in accordance with the development plan of the town, therefore offered solutions outside of the city in the new suburb called “Ajvalia”.

4.9.2 Future government project for a permanent accommodation in the suburb outside the city “Ajvalia”

The assigned location for building the governmental complex has a space of 30 Ha. For the construction of the site, the municipal property no.556 has been designated according to the Directorate of Urbanism and Cadaster on behalf of the Municipality. As for the distance of the site from the city, referring to existing roads, the location is about 2 KM far from the town center respectively 1300 M from the entrance of town.

Figure 5.7.2 Location for new government complex in the context of the city center

In this suburb there are many problems which currently put on hold the implementation of the project, because first of all there is no road infrastructure for starting new complex. There is only one road that goes to the substation and which is near the location of the parcel of the complex and it isn’t asphalted. Inside the site there are no roads. There are not any water networks or
sewage yet and there is no site development plan. Currently, nearby this complex do pass two tubes: one 70 cm that provides a reservoir in Matican\textsuperscript{10} and the other 60cm that supplies the city of Pristina. Both these two pipes cannot be used for supplying the complex, as they are already being used at maximum to supply the town of Prishtina.

In terms of nature and environment, another problem comes out because of the presence of very high levels of conductors due to possible electromagnetic radiation.

Power supply does not exist and there isn’t any telecommunications network. According to a feasibility study of this site, in order to supply parcel with water for meeting needs of such a facility it will take about 50 l/s (36.3 liters of hygiene water, 10 l/second of water against fire 2.6 l/s of water for maintenance.

Regarding the necessary quantities of water it is proposed to be implemented throw the following two options:

1. By building a new factory for production of water in Shkabaj-former Orlloviq, which would supply the city of Pristina and the whole complex area of the so-called ”New Pristina”. Convey of water from the lake Gazivoda to Badovc will increase the capacities in Badovc. Meanwhile, there should be established also a pipe which would supply the whole neighborhood ”New Pristina ”.

2. In terms of sewerage system, there isn’t any existing and the discharge could be possible only one plant that would clean the sewage and from there it could go to the atmospheric network and then be deposited in any of the rivers of the village called Ajvalia.

Electricity is available in the parcel but there is no analysis on the existing situation of such energy, of both current and the predicted power grid. Network distribution of the electrical power system and telecommunications system in the parcel does not exist at all and therefore, a totally new one must be built.

4.9.3 Capacity for accommodation outside of city center in the complex “Ajvalia”

Ajvalia location has been calculated to be including and hosting all institutions except for the Assembly and Presidency. Ministries which were planning to be build there are:

\textsuperscript{10} Matican is suburb close to Ajvalia and Prishtina
1. Prime Ministry, Ministries, Agencies and Institutions
2. Congress Hall in the central site of the complex with a space of around 6000m²
3. Government dormitory - part of congress hall with 60 rooms and 50 employees.
4. Sport Center - for government and for citizens use
5. Technical Services and security (heating service and maintenance) - are situated in the suburb sites of the complex and include a big area of the complex, around 5400 m².

Figure 4.9.3 Composition of the government buildings in the new complex outside the city

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Institutions</th>
<th>Nr. of staff</th>
<th>Total space m²</th>
<th>Parking space m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prime Ministry</td>
<td>210</td>
<td>5696.00</td>
<td>833</td>
</tr>
<tr>
<td>2</td>
<td>Ministry of Public Administration</td>
<td>390</td>
<td>8398.00</td>
<td>1257</td>
</tr>
</tbody>
</table>

Source: Department of Engineering and Building Management/MAP

Table 4.9.3 Planning for government accommodation for new complex outside the Pristina city center (see the table next page)
From the table it is observed that government employee number accommodated in the complex will be 5,116 and they will use the 122,482m² (see the Table 1.6).

### 4.9.4 Investments for New Government complex outside of city center

In terms of investment in this complex because of the wide space and infrastructure, the investment for the construction of facilities will reach the total value of € 134 Million.

**Table 4.9.4 Investment for new Government Complex outside of Pristina**

<table>
<thead>
<tr>
<th></th>
<th>BUILDINGS</th>
<th>125.6 Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>INFRASTRUCTURE</td>
<td>5.7 Million</td>
</tr>
<tr>
<td>B</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GREEN SPACE</td>
<td>2.7 Million</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Department of Engineering and Building Management/MAP (Fusibility study)
CHAPTER 5- DETAILED DESCRIPTION OF RILINDJA COMPLEX

5.1 Chronology of Rilindja Complex

Rilindja complex has been built from the period between the years 1972/1978 and the location is 5 Ha in the center of the Pristina town.

Figure 5.1.1 Rilindja complex located in the city center

Complex before the war it was used as a printing-house for Rilindja newspaper. Annex “B” specially was used for printing. The tower at the time was administrative offices for many newspapers as it was Rilindja newspaper, Jedinstvo, Communist and Tan. Before the war in the
years 1990-2000 buildings were partially empty, because of the political situation were many Albanian employ were outside of their jobs. After the war period this complex it was administrated from former employee of Rilindja newspaper and later by KTA (proceeding of PAK). Sense the building was not used and the political system changed totally there were plenty space for occupier’s to open there businesses. After the 2001 Rilindja complex has been administrated from UNMIK and after the transition from the Ministry of Public Administration. Decision has been taken to renovate the tower in 2002, but this decision it was discontinued in 2004-2005, and the agreement in between Privatization Agency of Kosovo and Ministry of Public Administration for the use of accommodation for government employee MAP/DEBM continued the works and finished in 2009 (See the Figure 5.1.1).

Architectural styles of the buildings within the complex are typical of the late seventeenth and there facade is a clear concrete typical characteristically for that period of the time. Tower is a main building of the complex and one of the highest buildings in the city which can be viewed from many sides of the town. Rilindja tower as we mention from the Chapter 2 after the renovation created the capacity from 20,000 m² for accommodation. The designee of the facade of the tower has been discussed in between the department of engineering/MAP and after many proposals this tower has different outside view due to the thermic insolation and increasing working space from space in between the constructive columns. Annexes “B and “C” are still as it was built from the former system, due to the non-usage and no maintenance building inside is damaged and it needs totally new renovation.

Location of this complex has good infrastructure and has good location in the city center of Prishtina town. Inside buildings in relation with location are set in very good position and plenty space around. Buildings have access from the city from three sides with two important city roads. There are many parking space which indicates that even if the accommodation will grow with capacity will not be a problem for accommodation in this complex. Accesses from the back side are appropriate for future planning and actually they are used as economic entrance for the warehouses from Ministry of Public Administration and Ministry of Health.
5.2 Detail investments in Rilindja Complex from MPA

Relating the dates from the DEBM in Rilindja complex has been investment present from 2002. The most important were in the infrastructure of the complex, which where:

Renovation on the parking place (2001),
Cleaning the tower and auditorium (2002),
Investment in the roof of the tower (2003),
Temporary buildings (2003-04)
Investment in the infrastructure (2004),
Circular inclusion water supply (2006),
Project designee for the tower and auditorium (2004)
Construction works (2009)

The investment data’s shows that many investments are finished in the complex until 2009 and all the investment done until knows are around €17Million.

5.3 Space available in the complex

Within the complex location of 5 ha except the permanent facilities, in the location are placed temporary facility with big parking lot, internal roads, and pedestrian paths for movement in the location. This complex has three permanent buildings:

- Tower and auditorium—Annex “A”
- Printing house—Annex “B”
- Library – Annex “C”

5.3.1 Temporary buildings
Having the accommodation’s needs from government employee from 2002 the DEBMS/MAP found the solution for accommodation in temporary buildings in Rilindja location. Having in consideration the needs in this complex there are five temporary buildings in the complex. These temporary buildings are still used for accommodation and there are accommodated part of Ministry of Internal Affair/ Kosovo Judicial Council Secretariat with 70 employee, this department will have their permanent accommodation due to the new construction of the Palace of Justice Compound with five new buildings. Two other containers are used from Ministry of Justice/Municipal Vehicle Registration Center from 20 employees. Also this division has solved there permanent accommodation due to the new building in the center of the city. Another two temporary buildings are used from Kosovo Probation Service with 17 employee and Mediation Committee with 3-employ who moved to the new permanent building in Palace of Justice. The worst situation is with Ministry of Labor and Social Welfare/Department of Pension with 50 employee which are working in three temporary buildings will be on the list of prioritized ministries for future accommodation plans in Rilindja annexes “B”, “C”, “D”.

Figure 5.3.1 Temporary building located in the landscape of the Rilindja Complex

Source: side picture from DEBM/MAP
Conditions on the temporary buildings are very difficult for employees, considering they are old more than 10 years. They are not insulated and from the weather temperatures they are not appropriate. The communication between the employees is inappropriate because of the corridors which are not covered from the cold and were directly pass through office spaces. Work environment have not enough lighting because of their compact settlement in between them.

Figure 5.3.2 Bed conditions in the temporary buildings at Rilindja complex

Source: side picture from DEBM/MAP

5.4 Tower or annex “A” of the Rilindja Complex
Tower or annex “A” it is renovated in 2009 and has 20,000 m² already and there are accommodated 850 employees. Each floor is typical arranged for accommodation as an open space. Four floors are arranged for political staff. (See the Figure5. 4.1).
As additional annex of Rilindja tower is auditorium which has big capacity for use of 300 seats. The needs for this facility were necessary for the government, were 30 government institution uses this space for special conference’s or meetings.

5.5 Calculation for annex “B” and “C” of the Rilindja complex

From the data’s which was gathered from Kosova archive, annex “B” has very wide base (130x100) M. This annex is part of the annex “A” and the main entrance is from the front side of the complex (See the figure 5.5.1). From the back side has the different access and serves as an economic access in the complex for warehouses. Basement and ground floor have the same structure and space, while the first floor is less than half of the ground floor. Insight annex is damaged and needs complete renovation including all installation. Looking from outside building has good condition; infrastructure is already renovated from the previous projects done during renovation of annex “A”.
Planning of City Center Government Office Accommodation

Figure 5.5.1 Entrance in the annex building “B” from the front side and back side

Side visit of the building on inside it shows that some space is empty and others are occupied from different companies. Corridors are licking in many places because of the different individual interventions without any coordination between the users of these facilities. Building is used from different parties and partially from government.

5.5.1 Basement of the annex facility “B”

From the back side basement has a good access from the main city road (see Figure 5.5.1). This space doesn’t have the natural light for accommodation of employee, having this in consideration this space will be appropriate for the different use and needs. Users of the entire space of the basement are:

- Shelter facility is unused and no access to this space. In former political system it was used for the unexpected situation of emergency-no natural light........................................1, 355.00 m²
- Warehouse used from government as pharmacy warehouse-used from Ministry of Health..........................................................................................................................2,400.00 m²
- Paper warehouse –is unused.................................................................................................................4,544.00 m²
Energetic space used from (electric stations and generators) - used from the main tower annex “A” ………………………………………………………………………………………………………………………………1,580.00m²

Circulating space (corridors and vertical communication)………………………………………3, 109 m²

Gross available space in the basement…………………………………………………………..12, 500 m²

The structure, poles, beams and floors, appears to be in good condition on the inside and outside. Renovation needs to be done on the entire basement including all installation which is damaged from time of non-maintenance. Entire building is from the concrete which needs thermic insolation. Based on the plans received from archive, building construction is strong and calculated for seismic “zone 2” that is degree 7 on the MERCALLI scale.
Planning of City Center Government Office Accommodation

Fig. 5.5.3 Basement of annex “B”

Source: DEBM/MAP

- Calculation for the space available in the basement

Analyzing basement facility for future use of the government, there are available only facility of the paper warehouse. Other space facilities are already used from the government (respectively Ministry of Health and Ministry of Public Administration). Shelter for unexpected emergency is not calculated for future accommodation needs. So the space to be used in the future is gross of 4,544 m². There is no natural lightning and space can fulfill only the needs of archive or for parking space.

| Available space from basement (technical facility and archives) | 4,544 m² |

5.5.2 Ground floor of the annex facility “B”

Ground floor has appropriate space for office accommodation. Open windows seem to be not appropriate for the office space organization. Inside facilities are used from many unknown companies and partially are used from DEBM as a warehouse for maintenance and administration.

The following uses of the entire space of basement are:

TV station 21 (no approach)……………………………………………………3,400 m²
Office space (no approach)……………………………………………………480 m²

*Used from Government/ MAP*………………………………………………..1,890 m²
Printing-house (bed conditions) –unknown users ……………………..1,422 m²
Planning of City Center Government Office Accommodation

Printing house - (bed conditions) empty ......................................... 2,145 m²
Office space - (unknown users) .................................................... 531 m²
Fitness partially renovated – (unknown users) ............................... 620 m²
Corridors, ventilation, toilets and staircases ................................. 1,412.0 m²
Total: ......................................................................................... 11,900.0 m²

Covered porch ............................................................................. 300 m²

Gross space for ground floor is .................................................. 12,200.0 m²

Figure 5.5.3 Base of the Ground Floor, annex “B”

Source: Ministry of Public Administration Department /DEBM
• Calculation for available space in ground floor

Analyzing ground floor facility a part which is used from the MPA will not be taken in to calculation for office spaces, considering that they are already from government. Available space can be created from additional 300m² from the porch of the ground floor.

Available space from **ground floor** ................................................................. 10,310 m²

### 5.5.3 First Floor of the annex “B”

First floor has appropriate space for office accommodation. The floor dimensions are (100x55) M, and compare with ground floor this space has office space more appropriate for accommodation. The following uses of the space are:

- TV station 21 (no approach) ................................................................. 3,300 m²
- Printing house administration (no approach) ................................. 815 m²
- Corridors, toilets and vertical communication ................................ 1,451 m²

Gross space for first floor: ................................................................. 5,450.00  m²

![Figure 5.5.4 Base of the First floor, annex “B”](image)
• Calculation for available space for first floor
Analyzing the floor there are empty and partially used from the unknown users. Available space of the ground floor is 5,450.00 m².

**Total calculation for opportunities for accommodation in annex “B”**

| Gross space for accommodation from annex “B” (ground floor, first floor) | 15,760 m² |

5.6.4 Annex “C” of the Rilindja complex

Annex “C” originally it was dedicated as a library for Rilindja newspaper, today is partially occupied from many unknown users and damaged from the not maintenance. Building has basement, ground floor and two additional floors. Building has appropriate space for office consideration the narrow base (44x12 M) and possibility of using natural light.

Figure 5.6.1 Annex “C”

Source: DEBM/MAP

- Basement .........................................................780 m²
- Ground floor......................................................570 m²
- First floor........................................................610 m²
Second floor .........................................................610 m²

Total space available Building “C” ............... 2,570 m².

- **Calculation for available space in annex “C”**

Basement of the building “C” is not appropriate for accommodation of employee taking in consideration that building doesn’t have natural light. In that case, appropriate use will be for additional needs of archives (technical space) from 780m².

Figure 5.6.2 Base of basement, ground, first and second floor of annex “C”

Gross space for accommodation from annex “C” (Ground floor, first floor, second floor)..........................................................................................................................................................1,790 m²

Figure 5.6 Proportion of the buildings “B” & “C”

Gross space for future planning accommodation for annex “B” & “C”.......... 17,550 m²
CHAPTER 6- PLANNING ACOMODATION FOR ANNEX “B” “C” &“D”

6.1 Rational planning and factors which indicate in planning

Among the factors that effects mostly for the rational utilization of the working space is the involvement and proportion of the open and closed office space. New and modern office spaces usually are open. This space doesn’t needs additional space for corridors and considering these buildings can be more rational, which reduce the construction and operational cost. Open space also have an impact on the employee efficiency, transparency and collegiality.

During space planning it is very important to have in consideration that design should be “simple as possible and straight forward”. Natural light and good view is one of the satisfactions for organized office spaces. The plan has to consider the environment factors, air quality, acoustical and other ancillary services. The building space plan has to consider the exact number of employees, size of furniture, circulation, needs for documentation, storage and accessories.

Figure 6.1.1 Space savings from the difference of open and closed space

Source: UN office space Planning Guidelines Jan 08

6.2 Standard office space used from DEBM/MPA

Office space is usually justified on the basis of a hierarchical organization based on the request that is received from each Ministry. These spaces are defined according to contemporary standards of administrative facilities and are used from the Department of Engineering/MAP.

Minister…………………………35 m²
Minister Assistant………………14 m²
Adviser………………………25 m²
Head of Cabinet………………25 m²
Spokesman…………………14 m²
Deputy Minister……………30 m²
Deputy Minister Assistant…..14 m²
Adviser………………………25 m²
Permanent secretary ………30 m²
Permanent Secretary Assistant 14 m²
Chief Office………………..20 m²
Department director…………25 m²
Director Assistant…………12m²
Division leader……………20 m²
Chief sector………………16 m²
Staff…………………………6.5 m²

Usually for planning were used the standard space but in many cases coordination between the Ministries didn’t exist, and as a result staff didn’t have adequate space for work. From uncoordinated planning, the accommodation needs came after the project was finalized. The request for changing the office spaces caused additional high cost expenditure in re-adaptation and installation system.

6.3 Planning annex “D” based on average space

Average space for employee in total, based on the construction finished in 2011/2012 were:

- New building of Kosovo Intelligence Agency – total space 6,000 m², with 250 employees an average space is 24 m².
- New building of Ministry of Security Force-total space 7,000 m², with 300 employees an average space for employee 23.3 m²
- UNMIK “Hotel” total space 3,000 m², with 139 employees and average space 21.58 m²
The density of utilization from the examples is 23 m² per person in total space of the building. Therefore this average will be used for future calculation and estimation for annex “B”, “C” &” D”

### 6.4 Calculation for office space based on EU Standards

European Standards\(^{11}\) has different influence in used average space per employee:

- Frankfurt …………………25.5 m²
- Amsterdam………………24 m²
- Brussels…………………24 m²
- Central London ………..16.8 m²

### 6.5 Calculation planning for annex “B”, “C”, and “D”

Relied on the data’s and calculation made from fifth chapter for annex “B”, available total space is 17,550 m², and additional technical space is 5,324 m². Employees are calculated based on the total space considering 23 m² per employee.

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\(^{11}\) Juriaan van Meel. 2000. The European Office: Office designee and national Context
Considering that each employee will need is 23 m²; accommodation in the annex “B” and “C” will be available to accommodate 763 employees. In the other side new annex “D” will be planned on the existing base of annex “B” and have the total from 16,950 m² were should be accommodated 737 employees. Additional building from ~17,000 m² will fulfill total needs for prioritized ministries of 1,500 employees.

TOTAL SPACE FOR ACOMODATION WILL BE: ~35,000 m2 –and additional space optional for archives or parking space is 5,324 m².
6.6 New Annex "D"

Construction of annex “D” is a possible solution by upgrading in existing facility “B”. Existing annex “B” has a surface base of 13,000 m², while the needing space for annex “D” is 17,000 m², therefore the annex can be placed and organized in different way which will depend from the final schematic design.

Possibility of the placement of annex “D” can be arranged in two additional floors and will take place only 40% of the existing floor of annex “B” were another base or terrace from 60 % of annex “B” can be planed as a green space.

Drawing indicate that Rilindja complex have appropriate access from three sides, and inside of the complex has good existing roads and infrastructure. The investment in the complex during 2002 -2009, 60% of the entire infrastructure was renovated (determines that less investments need to be done).

Figure 6.6.1 Planning idea for annex “D”
Annex “D” can be resolved in different options, but first the construction reviews of annex “B” must become in order to decide for additional loads of new construction. Different construction technics will be applied depending on the results obtained during the static elaboration.

Figure 6.6.2 Existing base of building “B” and possibility for new annex “D”

6.7 Design process steps for implementation of the project

In order to have the process of design more efficient, design should be organized with accuracy and each step will be successor to the next step with the time deadline for the period of two years. As a first step is that the site should be cleaned from the unnecessary device by the former use such are: Building rubbish, installations and machinery of the printing house.

Fusibility study is the process were the investigation for the existing structure of annex “B”; “C” will produce static elaboration of the supportive capabilities of these annexes, which will reveal if there are any possibilities of constructing the planned annex on top of the existing structure. Investigation for the entire complex, as well as connections and capacities of the prioritized ministries will be arranged in order to produce the program design for entire location. Many questions which will be answered in this study will help to avoid difficulties for the forthcoming steps of implementation. The study will be finalized when the program for the design will be defined.

Development will continue with process of invitation for competitive schematic design. Competitiveness between bidders it will make available more designs. The three best
competitors/bidders will receive three prizes; while in the other side will be reached the goal for a better design.

**Evaluation** process will be organized by a comity of experts of different occupation such: psychology, economy, heritage and art. In this way project can be reviewed from different perspectives and by making better choice for selection of best design.

**Final or detail design development**, is successor of the schematic designee after comity has decided for the best schematic design. All the documentation in this stage is described in details, including construction works, installations and infrastructure of the Rilindja complex. These documents will be a base for the construction contract on the site.

**Revue of final (detail) design documentation** should be approved from the independent company who should have the experience staff and engineers from different fields in order to provide final report and recommendations for beginning of the construction.

**Biding and negotiating**, is part were the project where the documentation is engaged out for biding and the contractor should be selected for the construction for the particular project-Rilindja complex. This contract agreement for constructing on the site is part of two sides. Contractor must fulfill and finish all the works prescribed by the bill of quantities and from the detail project design.

**Construction administration** will be the final faze were the site is observed and were the administration of the paperwork is finished. In this case the staff in the site will observe to assure that everything is discussed in between and analyzed efficiently where the technical standards are met for building the entire constructions.

**Post-training** is very important stage were the Operational Division can be trained for the entire installation system taking in consideration that buildings will be managed from the staff of DEBM.

**6.8 Rearrangement after accommodation**

Buildings of Ministry of Culture, Statistical Office and Germia will be free after movements of prioritized ministries. Institutions which are in the private facility such Telecommunication Regulatory Authority and Public Procurement Regulatory Authority can move to Germia
building also KIPA institution will move to Germia because their building has been privatized (see the figure 6.8.1).

Table 6.8.1 Rearrangements after accommodation movement (Table continues next page)

<table>
<thead>
<tr>
<th>Institutions movements</th>
<th>Needs for replacement</th>
<th>Nr. of employed</th>
<th>Actual accommodation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Foreign Affairs moving to UNMIK site</td>
<td>Kosovo Institute for Public Administration: MPA</td>
<td>24</td>
<td>Building-Ex &quot;Kosovo Drvo&quot;, Privatized</td>
</tr>
<tr>
<td>Tax Administration/Rilindja complex</td>
<td>Central Election Commission/should be completed in one space</td>
<td>23</td>
<td>IKAP; -Germia, OSBE</td>
</tr>
<tr>
<td>Ministry of Internal Affairs - Rilindja complex</td>
<td>Telecommunications Regulatory Authority</td>
<td>40</td>
<td>Private</td>
</tr>
<tr>
<td>Public Procurement Regulatory Commission</td>
<td></td>
<td>30</td>
<td>Private</td>
</tr>
<tr>
<td>Procurement Review Body /risk from privatization</td>
<td></td>
<td>18</td>
<td>Trepca /Kishnica ownership</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>135</td>
<td></td>
</tr>
</tbody>
</table>

6.9 Investments for annex “B”, “C” and new annex “D”

Table 6.9.1 Investment for Rilindja compound (Table continues next page)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Units/€</th>
<th>Quantity</th>
<th>Unit/€</th>
<th>Quantity/€</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility study and review of the existing side, constructions ability for new building &quot;D&quot;, considering and infrastructure of the complex</td>
<td>m2</td>
<td>39,825</td>
<td>4</td>
<td>159,300</td>
<td>2012</td>
</tr>
<tr>
<td>Cleaning the entire side of building &quot;B&quot; and &quot;C&quot;</td>
<td>m2</td>
<td>39,825</td>
<td>3</td>
<td>119,475</td>
<td>2012</td>
</tr>
<tr>
<td>Creating competitive designee for project &quot;B&quot;, “C”, and &quot;D&quot; and infrastructure in the complex</td>
<td>m2</td>
<td>39,825</td>
<td>5.5</td>
<td>219,038</td>
<td>2012</td>
</tr>
<tr>
<td>Commission and reward’s for the approved designee</td>
<td>m2</td>
<td>39,825</td>
<td>0.3</td>
<td>11,948</td>
<td>2012</td>
</tr>
<tr>
<td>Detail project designed for renovation of building &quot;B&quot; &quot;C&quot; new building &quot;D&quot;, considering the infrastructure of the complex</td>
<td>m2</td>
<td>39,825</td>
<td>7.5</td>
<td>298,688</td>
<td>2012</td>
</tr>
<tr>
<td>Revue of detail project from independent professional body</td>
<td>m2</td>
<td>39,825</td>
<td>4</td>
<td>159,300</td>
<td>2013</td>
</tr>
<tr>
<td>General construction of the buildings on the side of building &quot;B&quot; &quot;C&quot; new building &quot;D&quot;, considering the infrastructure of the complex</td>
<td>m2</td>
<td>39,825</td>
<td>450</td>
<td>17,921,250</td>
<td>2014</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td></td>
<td></td>
<td>18,888,998</td>
<td></td>
</tr>
</tbody>
</table>

The costs of unit price for different activity are based on the actual price of construction from the DEBM/MAP. According to the activities mention above and covering all the fazes for the entire construction of the Annex “B” “C” and new annex “D”, will be € 18,888,998 Million which will be finished by the end of 2014.
6.9.1 Financial recapitulation

From all the review it is clear that already in four investment buildings for accommodation are already finished in the city center. With new investment in UNMIK facility from € 2.6 Million and Rilindja complex building “B”, “C” & “D” from € 18.9 Million will finalized the requirements for the accommodation in the city center.

Table 6.9.1 Investment in the city center (€ Million)

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Capital Investment - implemented</th>
<th>Capital investment estimation up to 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Bankos&quot;</td>
<td>€ 8.8 Million</td>
<td></td>
</tr>
<tr>
<td>&quot;Germia&quot; building</td>
<td>€ 1.0 Million</td>
<td></td>
</tr>
<tr>
<td>&quot;UNMIK&quot;-facility</td>
<td>€ 1.0 Million</td>
<td>€ 2.6 Million</td>
</tr>
<tr>
<td>Accommodation/solved</td>
<td>€ 15.0 Million</td>
<td></td>
</tr>
<tr>
<td>&quot;Rilindja&quot; tower &quot;A&quot;</td>
<td>€ 17.0 Million</td>
<td></td>
</tr>
<tr>
<td>&quot;Rilindja&quot; annex &quot;B&quot; &quot;C&quot; &amp; &quot;D&quot;</td>
<td>€ 18.9 Million</td>
<td></td>
</tr>
</tbody>
</table>
|                        | € 42.8 Million                   | € 21.5 Million                         | € 64.3 Million
CHAPTER 7-FINAL DISCUSSION AND RECOMMENDATIONS

This capstone project has discussed the question of whether accommodation of the government employees should be in the city center and “Rilindja” complex to accommodate additional 1500 employees, becoming part of Government Complex. Taken into consideration were all the different data from the existing situation of the government accommodation, different relocation of ministers for their permanent accommodation, using existing capacity in the city center, “Rilindja” annex facility “B”, “C” & “D” has the capacity to fit the entire actual needs from all prioritized ministries and to fulfill the entire needs for accommodation in the city center.

Accommodation in Rilindja complex will be implemented through accommodation of 1500 government employees. Movement of government employees under different circumstances, the aforementioned complex is the only facility that fulfills the current needs of the Ministries that are in the priority of accommodation.

The city center location is planned to have €64 Million worth of investment in government buildings. Compound with a proposal a totally new out of city site major cost savings are anticipated by investing in the existing city center infrastructure.

7.1 Department of Engineering and Building Management/MPA

The main duty and mission of DEBM/MAP was to renovate and accommodate government employees through the existing public facility. After 12 years of the conflict in Kosovo, the accommodation is still unsolved for many Ministries. The rapid growth of institutions of the Government of Kosovo created a chaos in accommodation requirements. The responsibility for creating a solution to this problem lies on the shoulders of the Department of Engineering Building Management under Ministry of Public Administration.

The accommodation of the Government staff was temporary located in different private and public facilities until 2007 when the “Strategic Plan for residential accommodation” made emergency solution plan for accommodation. One of the key concerns in this plan in the beginning was to eliminate high renting expenditure from the private house accommodation.
The problem continued even after they were accommodated in Social Owned Enterprise-buildings because of the mix competence of those buildings between MPA and PAK. The privatization Agency was interested in privatizing these buildings, therefore PAK continued with privatizations, and already four of the investments done from the MPA were already sold. Having those problems of accommodation, the government approved the plan for permanent accommodation outside of Pristina in Ajvalia (2008/2015). This plan didn’t start yet considering that an urban plan for development didn’t exist. New infrastructure for the moment it seems impossible, because the infrastructure should be completed not only for the government accommodation but also for a new suburb as it is planned for the future region to be called “New Pristina.”

7.2 Improvement’s after movements of accommodation in the City Center

In the meantime the actual situation of accommodation needs has been changed precisely from the renovation of the “Rilindja” tower were the building accommodated 850 employees, and from the entire accommodation’s needs 16 % of the employee were reduced in total (See Figure 7.1).

First of all from assessing the current accommodation data the project found that five ministries have their buildings ownership-permanently solved. This reduces the capacity of accommodation needs by 18 %. Three others ministries have a new construction which reduces the needs a further 8 %. This means that a total of 26 % (18%+8%) of all government employees have their office accommodation needs solution (see the Figure 7.2).
Second of all regarding the UNMIK complex the project has found that this complex will be available for permanent solution for government employee. This reduces the capacity of accommodation needs by 9%. This means that 9% of the government employees have their accommodation needs solution (see the Figure 7.3)

From the data’s of DEBM/MAP 1500 employee are classified as priority for accommodation. From the site visited, has been observed that their current accommodation is unsuitable and most of the staff is placed in offices without any technical standards, using corridors of different facilities, while a number of employees cannot start their jobs due to the lack of working space. This number means that 22% reduces the total number of the accommodations needs.
7.3 Identifying accommodation space in the existing annex “B” & “C” and new Annex “D”

The additional chapter (Fifth Chapter) is an overview of the space available in Annex “B” & “C” for the needs prioritized accommodation of 1500 employee. Exact space of facilities “B” and “C” with illustrations and drawings gives a visual organization of the buildings available in order to calculate for future accommodation of 1500 employee. Annex “B” around 4,300 m² is used already from Government needs as warehouses. Annexes “B” and “C” can create space for accommodation up to 17,550 m², with extra technical facility on the basement for archive needs up to 5,324 m².

![Available accommodation facility in ANNEX "B"&"C"](image)

Discussion for average space in total area of building in the sixth chapter will help in defining the accommodation numbers in the existing annex “B” and “C”, and new planning for new annex “D”. Different examples are taken from the experiences of DEBM/MPA and comparing with the different European Standards the average for employee in total space of building is adapted 23 m² per person. Detail calculation resulted in the findings that Annex ‘B” and “C” can occupy 763 employee with space from 17,550 m², and new Annex “D” will hold additional numbers from 737 employees, with additional space to be used from 17,000 m². Were the total space will be 35,000m² and will be able to accommodate 1500 employee.

Further discussion about the steps and the process of design implementation are discussed in order to implement and finalize the entire project.
Finally from planning activity’s during the process of implementation the investment’s estimation has been found. Based on the recent prices from the DEBM, the cost investment for the annex “B”, “C”, and “D” will be €19 Million.

### 7.4 Accommodation in the City Center

The entire accommodation in the city center will be available if the Rilindja “B”, “C” and “D” together with Rilindja tower “A” will solve the problem of accommodation from 45% of the entire accommodation needs. Remaining accommodation in existing facility of Bankos and Germia building needs to continue for additional requirement of accommodation needs from 20%. Completing UNMIK site with Main and Annex building will fulfill the additional requirements of 9% of total accommodation needs. In this case many SOE buildings will be available for PAK to continue with privatization process.

![Figure 7.5 Entire accommodations needs fulfilled in the city center](image)

From the investments review of all chapters the findings shows that already € 43 Million were spend for accommodation in the City Center, with new investment estimation from €19 Million the accommodation needs will be completed in the City Center (See the figure 7.6).
7.5 RECOMMENDATIONS TO GOVERNMENT

This capstone project makes the following recommendations for the Government:


Annex “B” and “C” will enable a new working space of 17,550m², and a technical space of 5,324m², while annex “D” with 19,000m² needed to fulfill the priority institution needs for its employees. This complex will solve the problem of permanent accommodation for 45% of the total number. This will allow the Privatization Agency of Kosova to continue with privatization of the Social Owned Enterprise (SOE) buildings.

2. To continue accommodation in the existing building in “Bankos” and “Germia”

Existing facility “Bankos” and “Germia” which have already accommodated 837 government employees (16% of the total number) should continue to be used for permanent accommodation. Besides the great capacities, these two buildings have also such a position as to be distant only 600~700 meters from the “UNMIK” and “Rilindja” complex around 800 meters.

3. Cost savings from investing within existing infrastructure in the city center

Using the investments which are in the process of being implemented (€ 42 Million) and in new investments from only (€22 Million until 2014), will solve the entire problem of
government accommodation. Completed and future city center government buildings are detailed in the table below. Investment in the city center infrastructure will make significant cost savings where comparing with the potential totally new site out of the city center.

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Capital Investment - implemented</th>
<th>Capital investment estimation up to 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Bankos”</td>
<td>€ 8.8 Million</td>
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</tr>
<tr>
<td>Accommodation/solved</td>
<td>€ 15.0 Million</td>
<td></td>
</tr>
<tr>
<td>“Rilindja” tower “A”</td>
<td>€ 17.0 Million</td>
<td></td>
</tr>
<tr>
<td>“Rilindja” annex “B” “C”&amp; “D”</td>
<td>€ 18.9 Million</td>
<td></td>
</tr>
<tr>
<td></td>
<td>€ 42.8 Million</td>
<td>€ 21.5 Million</td>
</tr>
</tbody>
</table>

4. Adapt the rest of buildings in the “UNMIK” compound

Main Building of Head Quarters, Annex building, Medical Clinic and UNMIK “Hotel” (respectively “hotel” is in the process of implementation), will enable a new working space of 10,264 m² which will make possible to fulfill 9% of the government accommodation needs. This complex will be for permanent use by Government of Kosova in good position in the City Center close to “Rilindja” complex, “Germia” and “Bankos” building.

7.6 RECOMANDATION TO DEBM/MPA

- Ensuring that there is a coordinated approach to planning and acquiring office accommodation

Planning for accommodation should be organized from the beginning of the process when the program is created for each Ministry position and for more appropriate floors and offices. Each prioritized Ministry should present their representatives and have their required needs and functions all specified. They should ensure that they have appropriate space for accommodations for appropriate needs.
Follow up with process design steps

Prepare bidding invitation for feasibility study of the Rilindja Complex for annex “B”, “C”, and “D”; this study will produce a static elaboration of the supportive capabilities of these annexes, which will reveal if there are possibilities of constructing the planned annex on top of the existing structure. Investigation for the entire complex, as well as connections and capacities of the prioritized ministries will be arranged in order to produce the program designee for entire location. Furthermore, the project design will be formulated at this point, for each building “B”, “C”, “D”.

Prepare the bidding invitation for site cleaning in order to be able to complete future plans more accurate the side of annex “B” and “C” should be cleaned from the existing unused facility including all the rubbish and installations. In this case shelter facility for unexpected situations should be opened and cleaned for the further access of planning.

Prepare competitive bidding invitation for schematic design for annex “B”, “C”, and “D” - in order to have more options and better designs we must ensure competitiveness between bidders. The three best competitors/bidders will receive prizes, and we will achieve our goals of finding the best design.

Create the jury for selection of project design - this jury will be created from professional representatives from different fields of science. This will include experts from the field of psychology, economy, heritage, art and representatives from the public company which will give their opinions on selecting for the appropriate project design for annexes “B”, “C” and “D”.

Prepare bidding invitation for the detailed project design (final) for annexes “B”, “C”, & “D”, including Rilindja complex site plan-based on the approved schematic design, this should be the final process when the project is finalizes its documentation, construction drawings, and detailed specification, including materials and engineering system. In order to begin with the construction on the site this design it needs to be reviewed by an independent body for finalization.
Ensure that operational division is trained on how to use the technology—after the construction is finished it will not be successful if the operational division doesn’t know how to manage the technology installed in the building. The operational division should be trained from the contractor in order to be able to use and manage the entire facility.

- **Reorganize facility after prioritized ministries move to new facility of Annex “B”, “C” and “D”**

From movements of prioritized ministries after Rilindja complex is finished, space in Germia building should be reorganized for accommodation of the institutions which are in the private facility, risk of privatization and institutions separated in many buildings (KIPA building /in privation, Telecommunication Regulatory Authority building/private; Public Procurement Regulatory Authority building/private).
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