

MUNICIPAL SPATIAL PLANNING SUPPORT PROGRAMME IN KOSOVO

Making Cities Better A Decade Together



Implemented by:

UN HABITAT
FOR A BETTER URBAN FUTURE

Financed by:

**SWEDISH DEVELOPMENT
COOPERATION**



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ABBREVIATIONS AND ACRONYMS

AGE	Agency for Gender Equality
AKM	Association of Kosovo Municipalities
CHwB	Cultural Heritage without Borders
CIP	Capital Investment Project
DRAM	Disaster Risk Assessment and Management
EPAP	European Partnership Action Plan
EU	European Union
FES	Friedrich Ebert Stiftung/ Foundation
GIS	Geographic Information System
ISP	Institute for Spatial Planning
KSIP	Kosovo Standards Implementation Plan
MDGs	Millennium Development Goals
MDP	Municipal Development Plan
MESP	Ministry of Environment and Spatial Planning
MLGA	Ministry of Local Government Administration
MNAO	Mitrovicë/Mitrovica North Administration Office
MTPT	Ministry of Transport and Post-Telecommunication
MoU	Memorandum of Understanding
MuSPP	Municipal Spatial Planning Support Programme
MZM	Municipal Zoning Map
NALAS	Network of Associations of Local Authorities of South-East Europe
NGO	Non-Governmental Organisation
OSCE	Organisation for Security and Cooperation in Europe
REC	Regional Environmental Centre
SEA	Strategic Environmental Assessment
Sida	Swedish International Development Cooperation Agency
SPSZ	Spatial Plans for Special Zones
SWOT	Strengths, Weaknesses, Opportunities, Threats
UDP	Urban Development Plan
UN	United Nations
UN-Habitat	United Nations Human Settlements Programme
URP	Urban Regulatory Plan
USAID	United States Agency for International Development
WHD	World Habitat Day
WUF	World Urban Forum

Introducing MuSPP

The Municipal Spatial Planning Support Programme (MuSPP) is funded by the Swedish Development Cooperation and implemented by the United Nations Human Settlement Programme (UN-Habitat). The MuSPP Team has provided technical assistance to the Partners, the Ministry of Environment and Spatial Planning (MESP) and the Municipalities of Kosovo. From 2005 to date, MuSPP has been making a real difference in Kosovo. It has given the opportunity for ordinary people, civil servants, and elected officials to engage in planning activities for the benefit of all people in the communities where they live or work. This booklet is to illustrate a broad selection of results and impacts of MuSPP, in a way which it is hoped may inspire others to participate in the process of planning the development of their communities.

MuSPP activities have opened up communications channels between the Government, MESP, other relevant line Ministries, the Institute of Spatial Planning, other central agencies, as well as the staff of the municipalities and the citizens they serve. *"MuSPP treats everyone with respect, no matter what their position, we have gained confidence and we now feel comfortable working with any of the Ministries,"* a local planner confided.

Initially, UN-Habitat trained officials of MESP and the Institute of Spatial Planning (ISP) which was established with the assistance of UN-Habitat. This training introduced them to new spatial planning and management processes, thereby opening up the opportunity to develop their careers. Likewise in MuSPP, municipal staff training has led not only to the introduction of participatory spatial planning into their work, but also business and communications management skills that have changed working practices in urbanism departments and in other departments of the municipalities as well. Sometimes, this has changed the management style of the whole municipal administration.

MuSPP's provision of on-the-job training has given the practical knowledge transfer municipal planners needed to deliver spatial planning processes to produce spatial plans 'in-house'. *Planners can now Plan!*

Stakeholders including ordinary citizens have been empowered to shape the communities in which they live and have experienced the benefits of working together for the common good that can result in tangible benefits which everyone can utilise. It is not easy to get people involved, especially women. Gender mainstreaming is a core value for MuSPP, and there are many examples of ingenious ways to get women to join in, from finding a way to persuade a housewife that she can leave her family and go off to a visioning workshop, to engaging the wives of all the municipal officers to go and ask their friends to come to a meeting about planning the development of their community.

The introduction of Visioning Tools through workshops by MuSPP has certainly changed the way plans are made in the MuSPP municipalities forever. The whole concept of bringing a group of people from all sectors of society together, away from their work and homes for a few days, to concentrate solely on making a development plan for their own community, had not been considered before. The results have amazed the participants, who found it hard to believe that they have achieved so much in such a short space of time. When the designs that have arisen from the vision statements are produced at the conclusion of a visioning workshop, they are presented to the rest of the community. The stakeholders have not only been equally surprised, but they also feel ownership of the resulting Municipal Development Plans (MDPs) that have been made from the visions of regular members of their community.

Inclusion of stakeholders including the public into the planning process became easier and more visible when following demonstration projects in the first phase of the programme, MuSPP introduced Capital Investment Projects (CIPs). These projects are co-financed between MuSPP and partner municipalities, and they give visible goals for citizens to aim for, which will bring about real results for the community. The CIPs themselves are very diverse from introducing speed bumps on a road around a school to keep the children safe, to opening up beauty spots to the public by introducing hiking trails and visitor facilities.

MuSPP has provided legal advice to MESP and the Assembly's committee drafting and refining all of laws related to spatial planning. The introduction of Municipal Zoning Maps in the new law means the municipalities will continue to face planning challenges. MuSPP has already delivered GIS training, which is one of the tools needed to make these new maps.

Capacity building has been provided in the form of training, study tours, policy development and provision of guidelines for MESP, ISP, line ministries, and municipalities. Integrated planning in other cross-cutting issues have been realized through partnerships, by the participation of representatives in international conferences, worldwide forum and joint ventures such as the Tour de Culture with Cultural Heritage without Borders (CHwB) and organising events on World Habitat Day.

MuSPP has developed guidelines to be utilised in the years to come. All the products of MuSPP are being compiled to form a **MuSPP Toolbox: My Companion towards Self Sufficiency**, which will continue to be a ready-to-use resource for governmental institutions at the central and local level, non-governmental organizations, universities, the private sector, professional associations, and civil society.

Setting the Scene

PLANNING IS IN TRANSITION IN KOSOVO

More than a decade after the end of the conflict in mid-1999, Kosovo is in a transitional process.

The Kosovo institutions are taking definite steps towards democracy, market economy, and European integration. It is important that these steps lead towards sustainable development for all Kosovan citizens.

Chaotic urban development, illegal construction, informal settlements, polluted air and rivers, illegal dumpsites, increasing traffic congestion, and mobility challenges, and substantive loss of natural and cultural heritage, are just some of the factors posing threats to the quality of life.

Since the end of the conflict, UN-Habitat has been promoting the concept of inclusive, strategic and action-oriented spatial and urban planning in Kosovo. Adapting to meet international standards has required new planning legislation, institutions, and practices. Kosovo's spatial planning legislation now has been replaced by an inclusive, modern, and multi-disciplinary planning approach.

MuSPP has introduced new processes and gradually civil society and local governments are becoming increasingly aware of the need for and added value of participatory planning and action. In-house drafting of spatial plans and the inclusion of all sectors of the community are fundamental to the approach of MuSPP. This has led to higher levels of engagement by ordinary people and more direct and transparent involvement of relevant stakeholders in the planning activities of their local governments.

UN-Habitat's Unique Contribution to Spatial and Participatory Planning in Kosovo

UN-Habitat has brought to Kosovo a completely new approach to the process of democratic governance in line with its key principles and key methodology within certain key areas. These are as follows:

Key principles:

Good governance, inclusiveness, transparency, accountability, equity, and international standards

Key methodology:

Capacity building, on-the-job training, normative and technical assistance, tools development and implementation

Key areas in Kosovo:

Municipal and territorial management, efficiency of public sector, integration of all communities, prevention and regularisation of informal settlements, promoting economic development and environmental protection

Municipal Spatial Planning Support Programme (MuSPP)

The project **Municipal Spatial Planning Support Programme (MuSPP)** began in 2005 and has **built on previous UN-Habitat experiences in Kosovo**. MuSPP is financed by Sida, the Swedish International Development Cooperation. The core activity of the MuSPP programme is the **strengthening of capacities to lead towards self-sufficiency by the application of modern spatial and participatory planning techniques**.

About The Municipal Spatial Planning Support Programme 2005 to 2015

The overall objective of the Programme is to **contribute to improved and sustainable living conditions of the citizens of the MuSPP Partner Municipalities through enhanced municipal development planning**.

The Programme **aims to build capacity and institutional structures for improved and inclusive municipal and urban development planning, which takes into account the needs of both men and women and results in strategic plans, which give direction to rational public and private investments and sustainable municipal and urban development**.



Goals of MuSPP

MuSPP had three phases and the objectives and activities within each of the three phases followed a logical sequence, each one building on the successes of the previous phase.

In the first phase of MuSPP, the priorities were:

- To help municipalities through daily, intensive on-the-job advice and guidance in the actual preparation of municipal and urban plans, while assisting the Ministry of Environment and Spatial Planning and Civil Society organizations to support and actively participate in this process.

The **Programme activities focused on:**

- Assisting municipalities in the actual drafting of municipal and urban development plans in an inclusive, participatory and gender-sensitive manner through the provision of on-the-job assistance and guidance to municipal planning bodies, local government officials, civil society organizations and the private sector.
- Strengthening the dialogue between municipal and central level on issues related to local level policy, legislative and planning issues to increase harmonisation in the field of inclusive, strategic, and action-oriented spatial planning.
- Building capacities among civil society organisations and the private sector to actively participate in the consensus-building on spatial development planning at the municipal level and be an informed partner for local governments in the planning process. This was undertaken while advocating for the needs of specific social groups, both men and women, boys and girls, as part of good governance practices.
- Supporting action planning and assisting in developing pilot action projects identified through the planning process.

These objectives **were updated and adapted throughout the next phases of MuSPP** to keep pace with the changes in Kosovo's Spatial Planning system over the 10 years of the Programme.

In the second phase of MuSPP, activities to build the capacities of the municipalities continued and Capital Investment Projects (CIPs) were introduced.

In the third phase, MuSPP again focused on sustainable development of partner municipalities through strategic and comprehensive planning interventions with particular focus on the environment, along with enhanced local democracy and the improving of the physical environment. MuSPP offered support to increase capacities to four newest MuSPP municipalities.

The priority was also to support MESP and ISP and other central bodies with policy and strategy development for Spatial and Environmental Planning to help ensure there are prepared to give continued assistance to the municipalities.

The MuSPP's Partner Municipalities are as follows:

- **Ferizaj/Uroševac**
- **Gjilan/Gnjilane**
- **Gjakovë/Đakovica**
- **Graçanicë/Gračanica**
- **Hani i Elezit/Elez Han**
- **Junik/Junik**
- **Malishevë/Mališevo**
- **Mamushë/ Mamuša**
- **Mitrovicë/ Mitrovica**
- **Partesh/Parteš**
- **Pejë/ Peć**
- **Prizren/Prizren**
- **Rahovec/Orahova**

What has MuSPP achieved so far?

FROM PLANNING...

- **Participatory Planning** has been introduced and implemented in 12 Municipalities throughout Kosovo. **All Partner Municipalities have their own Municipal Development Plan (MDP).**
- **Strategic Environmental Assessments** have been introduced to support MDPs.
- Extensive training and **on-the-job assistance** of Municipality Staff has been implemented, in the use of all spatial planning tools, **area audits, visioning, gender in planning, public consultation mechanisms, tender processes, and business management. The use of GIS has also been undertaken as part of spatial planning.**
- **Municipal capacities** have been **strengthened** in terms of **project design, project management, implementation, maintenance and monitoring**, as well as in encouraging inter-departmental collaboration.
- The value of **on-job learning has been realised.** Extended locally based coaching has been highly appreciated and has enabled **significant learning and ownership of the spatial plans.**
- The detailed nature of **assistance provided has been tailored to the needs and existing capacities of the municipalities concerned.** The new small municipalities clearly have limited capacity in terms of both experience and staff available, but ways have been developed to work effectively with them.
- The use of **visioning, training events, retreats, and study visits** has been important for communicating knowledge and inspiring staff and elected members.
- Ongoing **Advisory Services** have been provided on demand for MESP, ISP and other Government Agencies in many fields including environment, informal settlements, special protection zones, and SEA.

...TO IMPLEMENTING

The integration of the **Capital Investment Projects (CIP)** has been a very effective part of the **work.** This has had several main benefits:

- **Small scale visible and understandable examples of what participatory planning means** have been provided and why they can be an effective strategy.
- The **environment and quality of life** in the settlements has been improved.
- Leadership, staff and partner organizations including **local civil society** are **motivated.**
- **Building ownership:** Projects were discussed in municipality assemblies and municipal resources committed accordingly and this has ensured stronger ownership. The **connection** between **priority investment and municipal budgets has been ensured.**

TO MuSPP SUSTAINABILITY....

- **Relevant documents and guidelines have been published on how to plan to be aware of gender issues as well as issues of youth, the elderly, and other minorities,** which allows a broader integration of vulnerable groups.
- There has been **support to the central institutions throughout and they in turn have supported local governments.**
- **A comprehensive MuSPP Toolbox,** has been produced, which can be used on an ongoing basis by ministries, municipalities, and stakeholders.

'UN-Habitat has a long relationship with this Ministry. The MuSPP Team has enabled us to approach and overcome the challenges we faced in the introduction of participatory planning both at central and municipal levels, they have helped us practically to implement the laws. UN-Habitat has also set up good relationships between the Ministry and the municipalities. Members of staff from the Ministry and the Institute of Spatial Planning have learned by doing, just as the planners in the municipalities have. It is so much better for Municipal Planners to make their plans in-house, MuSPP has given them the capacity to do so.' Arben Çitaku, General Secretary, Ministry of Environment and Spatial Planning.



MuSPP's Inclusive, Participatory Approach, and Gender Equality

Inclusive and Participatory Approaches and Gender Equality have been mainstreamed and put in practice in all planning processes supported by MuSPP.

Key principles are as follows:

- **All members of the community can participate** in the process of making a spatial plan for their area.
- Opinions and ideas of all sectors of the community should be **sought and reflected to the extent possible** in the local spatial plan.
- The integration of **a gender perspective in all activities** of making a spatial plan should contribute to women from the community being involved and ensure their contribution is valued.
- The proactive **inclusion of disabled people** in the planning process should **ensure disabled access** in all local spatial plans.
- **Anybody from the community**, whether representing a business or an NGO, or who is a housewife or student, are **welcomed to participate** in the process of making the spatial plan for their area, so that the **local community takes ownership of and responsibility for the plan** and is more likely to continue to support the plan during and after its implementation.



Women's Roundtable Meeting for MDP



STAKEHOLDERS IN SPATIAL PLANNING



Core Capacity Building, Business and Communication Management by MuSPP



'MuSPP has brought a wide range of experts and expertise into the municipalities and the MLGA has worked together with the municipalities on the introduction of new planning practices and drafting new laws. Networking is so important, and MuSPP has facilitated networking with and learning from the experience of others, for our staff, which they have been able to apply in their daily jobs.' Besnik Osmani, General Secretary, Ministry of Local Government Administration (MLGA).

- The concept that all levels of government should co-operate and contribute to municipal spatial planning, and **these central and local levels should work together**.
- The practice of MuSPP field officers working **full-time in the municipalities** with their planning staff on all spatial planning processes. On-the-job training was new and beneficial for municipal staff, who now have the capacity to **manage planning processes themselves in-house**. This is a **change in practice** as the production and design of MDPs had often been contracted out to private companies and then presented to the community, in a manner that only just fulfilled the minimum legal requirements.
- The introduction by MuSPP field officers not only of **good planning practices** but also core **business and communication management skills** helped municipal staff manage all their work more effectively.

- MuSPP, instead of organising funding for Capital Investment Projects centrally, made **resources available to the municipalities**. This helped **strengthen their capacity**, because they themselves with the help of their resident MuSPP field officers had to **manage every aspect of the tender procedures**.
- MuSPP officers assisted municipalities and contractors in the implementation of investment projects, showing **the contractors improved techniques**, which would not only ensure a **high quality capital investment project** in the municipality concerned but would also give the contractors the capacity to produce high quality products in the future.

Core Spatial Planning Techniques introduced by MuSPP

MUNICIPAL PROFILING

This is research into the current situation in the area in which a plan is to cover.

This includes:

- **Surveys** of residents and businesses in the catchment area to identify their needs and collect their ideas on how they would like their surroundings to be improved
- **Site visits** to elements of and issues within the catchment area of the plan
- **Collection and analysis of all the statistical data** pertaining to the area, such as social, environmental, health, and census data.

VISIONING

Visioning is basically a process by which a community envisions the future it wants, and plans how to achieve it. It brings people together to develop a shared image of what they want their community to become. A vision is the overall image of what the community wants to be and how it wants to look at some point in the future. A vision statement is the formal expression of that vision, while a vision design is a visualised expression of that vision.

Community Vision is a key starting point in Strategic Spatial Planning. This in turn is part of the broader framework of Sustainable Development Planning that is needed to steer more sustainable spatial and urban development throughout society.

The main drivers for **change from 'non participation' towards 'partnership' and 'citizen power' are not the planners but civil society, together with a section of the political class, whose aim is to empower people and create a 'culture of participation'**.

The essence of the visioning processes is providing the condition for networking and allowing the diverse groups to come together and interact.

Who to Involve?



MuSPP Visioning Workshops

- The Visioning Tool was developed as an initial step of participatory planning process. The first challenge was often to persuade the municipality management and staff that a visioning workshop was **needed** to enable the municipality to reach **a common vision for their MDP, which would meet the needs of the citizens and try to improve their environment.**
- Then to work with the municipality to find **between 35 and 40 stakeholders from all sectors of society, business, civil society, NGOs, women, students, journalists, unemployed, teachers, and professors.** This whole range of people had to be prepared to stay for 4 nights and 5 days away from home, to analyse the current situation in their town, and to make a vision for its development over the next twenty years. Then, they had to map it and to present it. This was a particularly difficult commitment for women with families.

MuSPP
Visioning Workshops



- Some municipalities had outsourced the production of the MDP. In this case, the **company** concerned was **invited to the workshop.**
- Visioning has been used for **MDPs, Urban Development Plans (UDPs)** and **Urban Regulatory Plans (URPs)** as was the case in **Pejë/Peć**, where visions were created for smaller Urban Regulatory Plans within the Urban Development Plan.
- The **priorities identified in their visions became the basis for the plans** that were to be produced and often some of these priorities became **Capital Investment Projects.**
- The participants all **worked incredibly hard together** to achieve their goals. Guest mayors were invited to the presentations, so that they could see **just how much could be achieved and how their municipality could also benefit.**
- **Friedrich-Ebert-Stiftung (FES)** collaborated with MuSPP at the visioning workshops assisting with funding and providing experts.



Visioning for Mitrovicë/Mitrovica

The people of Mitrovicë/Mitrovica made a key landmark in the development of Spatial Planning in Kosovo when they attended the first Visioning Workshop organised by MuSPP in 2007. Not only was the workshop the first time any of Kosovo's Citizen's had participated in determining the future of the area in which they lived, but it was also attended by representatives of both North and South Mitrovicë/Mitrovica. Both sides worked together to create a Vision Statement for the development of a Municipal Development Plan (MDP) for the whole of Mitrovicë/Mitrovica.

The economic crisis and poor quality of life that people were suffering both in North and South part of the city was a starting point for the brainstorm and the dialogue between the two communities.

Expressing their concerns and preferences, people from both parts of the city identified the common issues and worked together on the solutions from which could benefit all.

The workshop achieved the engagement and empowering of civil society and media organisations in Mitrovicë/Mitrovica South and North, as well strengthening the dialogue and co-operation between civil society organisations and professional planners of North and South Mitrovicë/Mitrovica.

The Visioning Workshop for Mitrovicë/Mitrovica



The People of Partesh/Parteš draft a vision for their new municipality

Partesh/Parteš is a new municipality only created in 2010, where most of the population of 5,000 live in rural surroundings and are employed on farms. The Visioning Workshop for the Municipality of Partesh/Parteš was conducted to launch the drafting of the Municipal Development Plan. It proved to be a completely new experience for the stakeholders who attended. This visioning workshop was organised jointly by MuSPP, Cultural Heritage without Borders (CHwB), Friedrich Ebert Stiftung (FES), with the support of the Ministry of Environment and Spatial Planning (MESP).

The group of participants in the workshop from the Municipality of Partesh/Parteš consisted of municipal officers, civil society, business community representatives, and citizens in general.



The participants were divided into 4 working groups, and they worked on different aspects in their municipality, and the final product was a joint vision declaration and two mottos. The vision statement is as follows: *“New municipality with rich cultural tradition, eco-conscious, with transformed agriculture and infrastructure that aspires to sustainable development”*. The results of the intensive work in a 4-day workshop were used as a foundation for guiding the process of drafting the MDP and they were presented to a wider audience in the municipality.

The Mayor of Malishevë/Mališevo, another recent MuSPP partner municipality, also attended. **The Mayor was so impressed he decided to do the MDP for Malishevë/Mališevo in-house with the assistance of MuSPP.**

Visioning for Ferizaj/Uroševac MDP

Afrim Demiri, a journalist with the newspaper 'Koha Ditore' was invited to join the visioning workshop for the Ferizaj/Uroševac MDP. *"It was a good experience," he said. "There were many actors taking part from local government and civil society. Bridges were built linking the citizens as part of the planning process. They approached the planning tasks we were set with enthusiasm. One of the results of the visioning workshop was an international competition to design the mobility plan."*

MuSPP's approach to participatory planning has indirectly led to improved local governance. MuSPP should continue its interactive inputs, particularly at this time when zoning maps are about to be introduced".



Gender equality



Equality is a fundamental right of society and incorporates all life aspects: culture, civic area, sports, etc. However, the participation of women in many fields including spatial planning is low in Kosovo.

The inclusion and participation of women has been given priority by MuSPP during all the assistance it has given to municipalities to create and implement spatial plans locally. It has also been stressed that gender equality is not a women's issue, it is important for everyone.

Gender Training Workshop

MuSPP has at every opportunity **encouraged proactive steps to ensure the inclusion of women and men. Women and men have different needs and bring different perspectives to the planning process.** Many of the municipalities have found it very hard to persuade people to come and participate in the visioning workshops, roundtables and consultations involved in the planning process but working with the municipalities MuSPP has proved 'where there is a will, there is a way'. In some cases gaining the commitment of one woman has opened the door to more women becoming involved. In Junik for example the leadership and enthusiasm of one woman has led to the formation of a Women's NGO who members are now not only participating in spatial planning but also in other community activities. In some areas culture and tradition has made it more difficult for women to be included. In Mamushë/ Mamuša a Turkish area, the municipality gained the support of religious leaders. No women participated in meetings to start with but when it was revealed one of the projects was to improve the schoolyard and would benefit their children, some women have become involved.



Women progressing in Ferizaj/Uroševac

The inclusion of women in spatial planning processes is progressing well in Ferizaj/Uroševac.

Qazime Vata is a Member of the Municipal Assembly of Ferizaj/Uroševac, but was the Director of the Urbanism Department for six years the first women to lead this Department. In this capacity she started to work with MuSPP and all planning processes have included women. Initially the approach adopted with MuSPP was to contact mothers particularly in the villages. A teacher organized a parents evening in one village when planning issues were introduced and a women's NGO, helped facilitate the participation of women in visioning and a gender workshop. Most of the ideas from the women who attended the visioning workshop were included in the MDP and their exact words were included in the Vision Statement.



There was also good participation from women in the consultations for the Green Corridor as can be seen below.



CIP Workshops in Ferizaj/Uroševac



Ms Vata believes that a lot of progress has been made over the inclusion and participation of women over the last nine years, there are now two women directors in Ferizaj/Uroševac Municipality, there is a strong women's group in the Municipal Assembly and Kosovo even has its first female Mayor. There is still a lot to be done, but the efforts of MuSPP to include women's participation in the community have been significant.

MuSPP has organized many workshops on Gender Participation to increase the knowledge of participants regarding gender and the planning process. Issues covered included:

- Introducing gender aspects in spatial and urban planning processes, concepts and applications;
- Highlighting the importance of gender mainstreaming and its involvement in planning policies and management;
- Providing participants with conceptual framework on gender perspective and its relation to the spatial planning process;
- Defining necessary actions and methodologies to be implemented;
- Generating/identifying gender-sensitive actions needed during the MDP process.



Fakete Kuka and Kadrije Myrtaj from the Ministry of Local Government Administration (MLGA) have been collaborating with UN-Habitat and MESP on gender perspective issues since 2004. They focused on the introduction of women from the beginning of the planning process, through visioning and development of the plan, to the monitoring of the project through implementation to completion. From 2003 Gender Officers had been appointed throughout government, however, it was MuSPP that got them actively involved in gender issues.



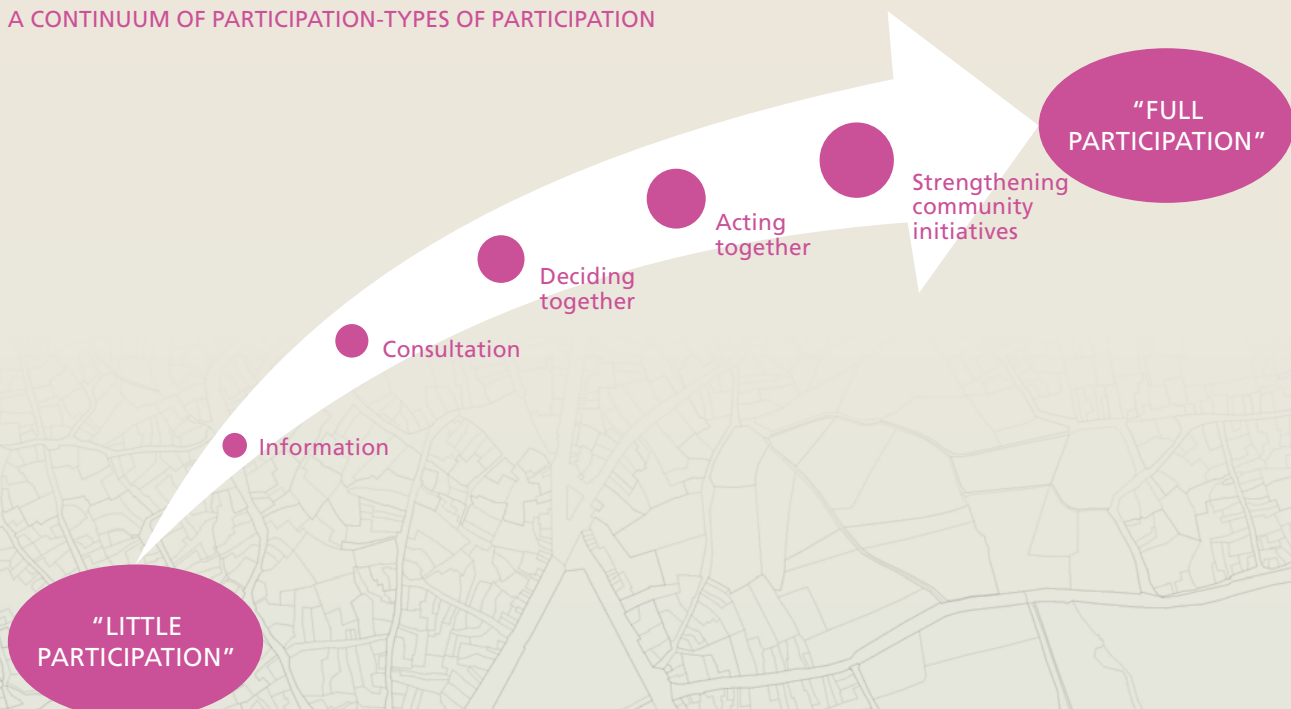
*MuSPP produced **Guidelines on Gender Mainstreaming in Spatial Planning**, which have been particularly well received in the municipalities, with the help of a working group consisting of MESP, the Agency for Gender Equality, the Association of Kosovo Municipalities, the University of Pristina and on which they were the representatives of MLGA.*

MuSPP's Approach to Sustainable Development Planning in Kosovo

MuSPP's approach to sustainable development planning is built on the following principles:

- Understanding the benefits of cooperation and agreement on principles with civil society, local and central authorities;
- Participatory planning from the beginning of the process is key;
- Continuous and sustainable inputs within the respective planning authorities are indispensable;
- A participatory approach in Capital Investment Projects and planning for specific zones as well as other similar processes is essential;
- Participatory planning is a must for understanding the city and the needs of the citizens;
- Partnership must be continually built between local authorities and civil society;
- Community/public involvement should be further embedded in legislation and practice.

A CONTINUUM OF PARTICIPATION-TYPES OF PARTICIPATION



THE SPATIAL PLANS

The Legal Framework

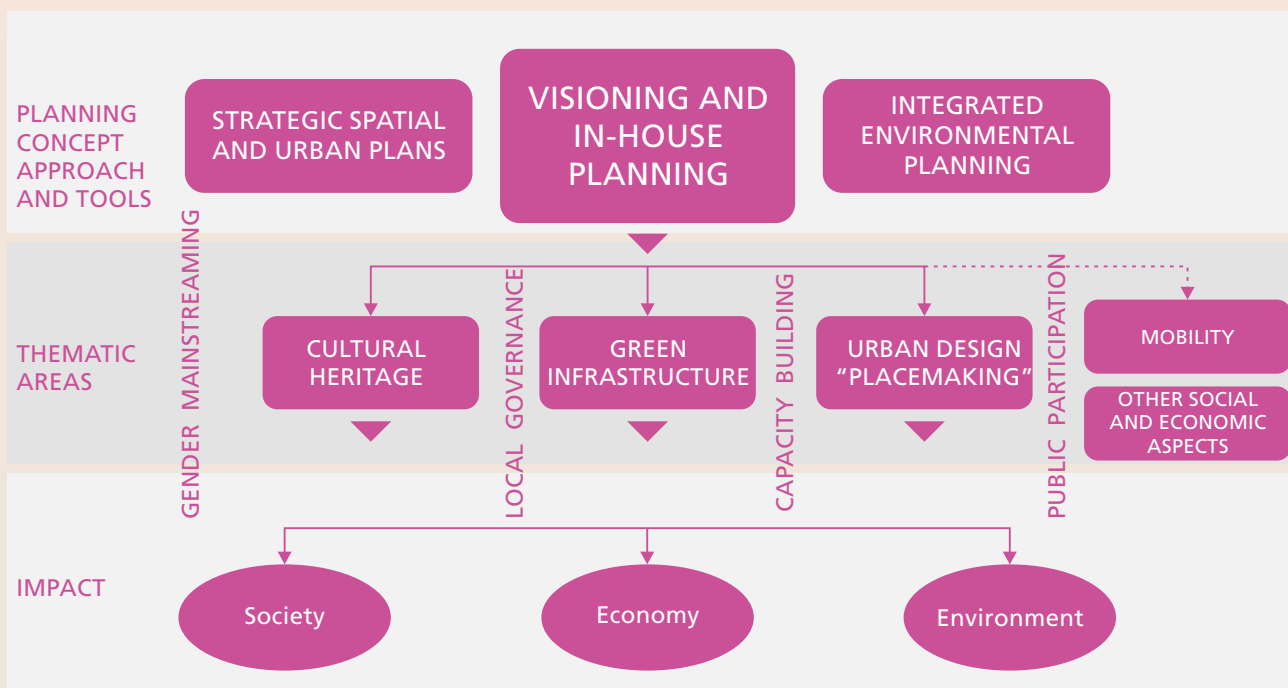
The first Law on Spatial Planning was adopted in Kosovo in 2003.

Elements of the 2003 Law on Spatial Planning

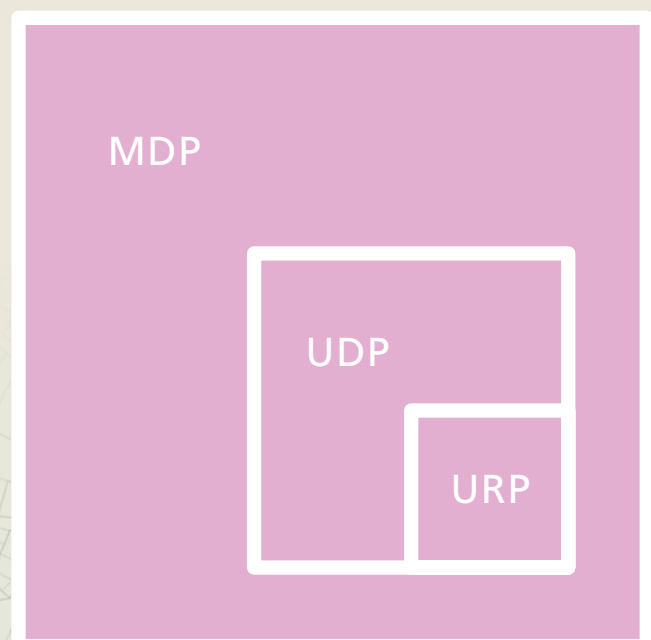
The planning instruments required by this Law were at **national level** the **Kosovo Spatial Plan (KSP)** and **the Spatial Plans for Special Zones (SPSZ)**.

At municipal level:

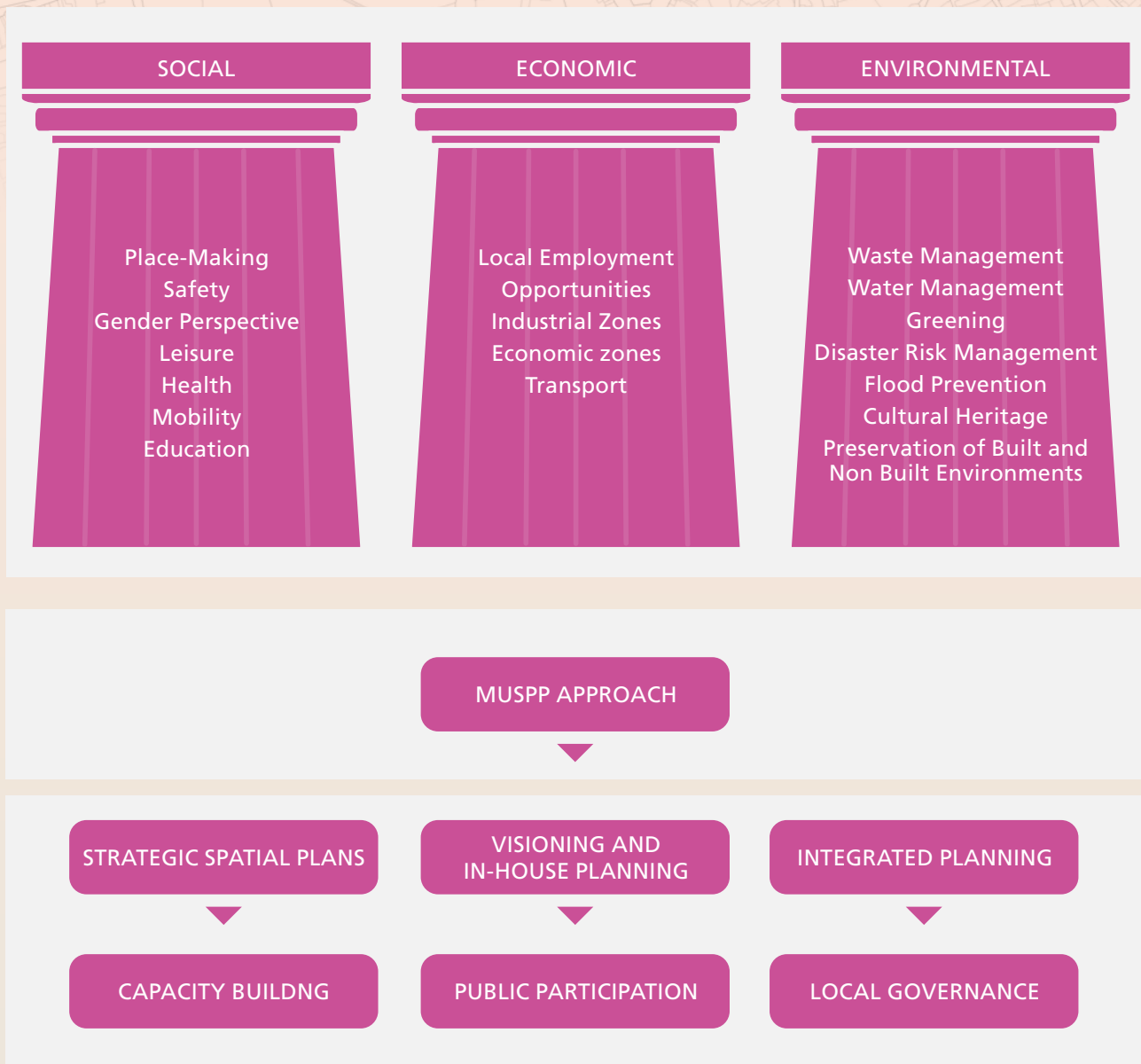
- **Municipal Development Plan (MDP),**
- **Urban Development Plan (UDP) and**
- **Urban Regulatory Plans (URP).**



The Municipal Development Plan is a long term plan for the whole municipality. An Urban Development Plan is a plan for an Urban Area, a subset of the Municipal Development Plan; and an Urban Regulatory Plan is a for a specific zone within the Urban Development Plan as shown in the diagram to the right. The local level plans should be in harmony with the central level ones.

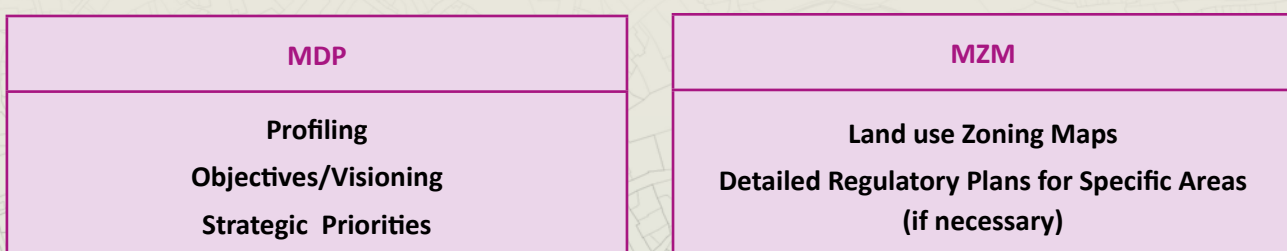


Municipal Development Plans are **Integrated Plans** which take account of the needs of all the community: social, economic and environmental. The key pillars of Municipal Planning are illustrated below:



The implications of the new Law on Spatial Planning

Under the new Law on Spatial Planning of 2013, the MDP becomes a strategic document which involves the same processes as before, data collection, establishing the profile and objectives and visioning to establish strategic priorities. UDPs and URPs are no longer necessary. Instead Municipal Zoning Maps (MZMs) are being introduced which are a translation of the strategic priorities of the MDP in land-use terms that include maps with action plans, through a system of zoning. Within the MZM can be Detailed Regulatory Plans for Specific Areas, if this is deemed necessary.



MuSPP together with other supporting parties is still working with MESP to develop the Administrative Instructions which will enable the implementation of this new Law.

Malishevë/Mališevo Municipality and MuSPP road test the implications of the Law on Spatial Planning of 2013

Malishevë/Mališevo MDP is the first one to be drafted in the context of the changes that were made in the new Law on Spatial Planning of 2013.

The former Mayor of Malishevë/Mališevo Municipality explained that, *'The MDP for Malishevë/Mališevo was initially contracted out to an Italian Company. After a year the Municipality was neither happy with the standard of the work produced or the costings. After meeting with MuSPP and seeing the way the programme worked, the Municipality decided to cancel the contract and produce the MDP in-house with the assistance of MuSPP. In this way planners would build their capacities to make such plans by themselves and the expense would be reduced.'*



The Malishevë/Mališevo MDP is a pilot that is being developed in parallel with the development of the Administrative Instruction on MDP (derived from the new Law on Spatial Planning). It may become the first MDP of Kosovo aligned with the new legislation.

APPROVAL OF PLANS

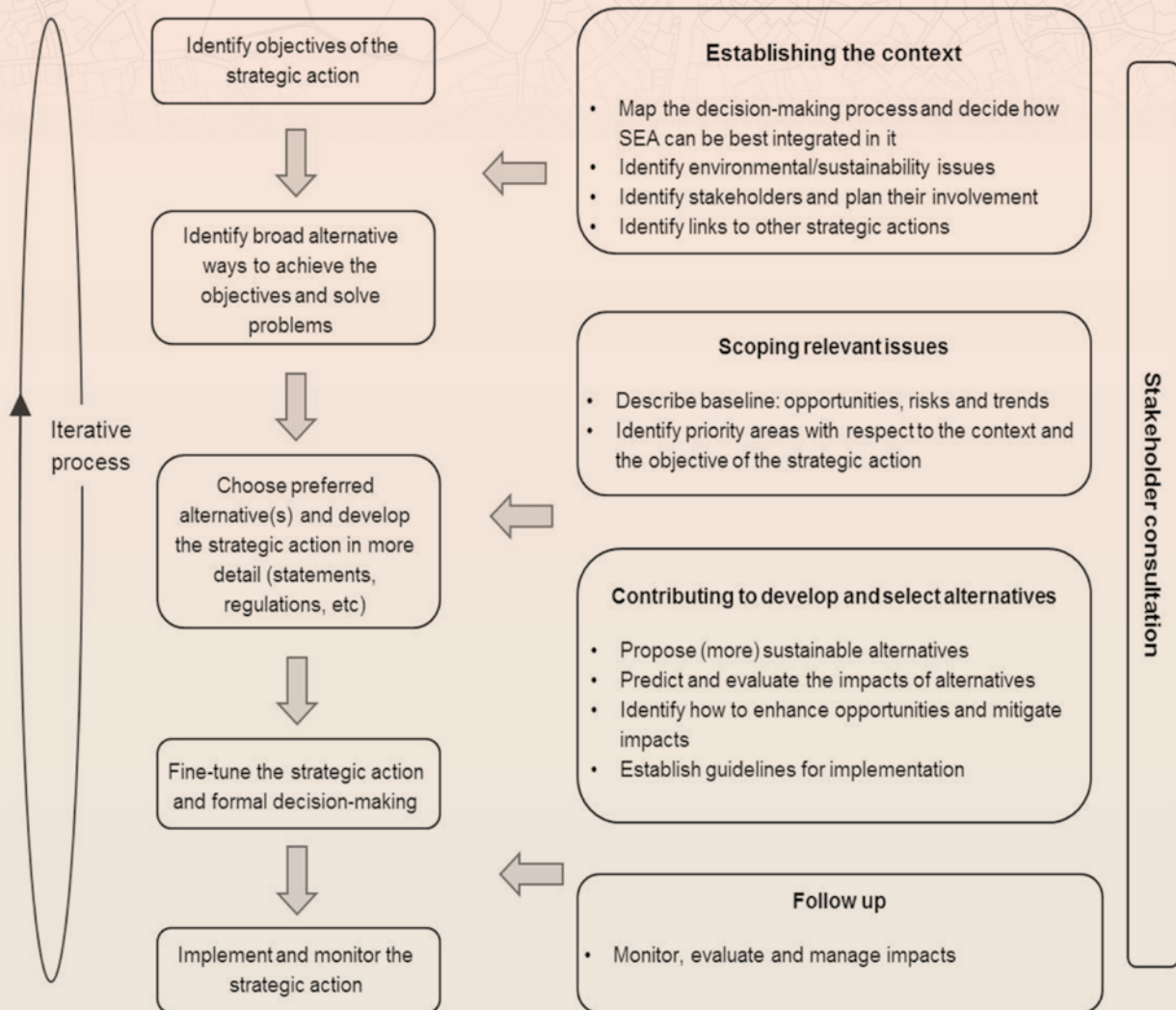
Prior to the approval of the MDP by the Municipal Assembly, it has to be sent to MESP so that compliance with the Kosovo Spatial Plan and Special Plans for Protected Zones (if relevant for the said municipal territory) is assured.

MuSPP assisted municipalities to gain approval of their MDPs by ensuring quality control of the plans before they are formerly submitted to the relevant authority and ensuring liaison between the central and local planning authorities.

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

SEA is a process designed to ensure that significant environmental effects arising from proposed plans and programmes are identified, assessed, mitigated, subjected to public participation, taken into account by decision-makers and monitored. SEA has become an important instrument to help to achieve sustainable development in planning and policy making. As such SEA is a useful process to aid decision-making during plan making in Kosovo.

The European Directive on SEA (2001/42/EC) was adopted into Kosovo's legislation by Kosovo's Law on Strategic Environmental Assessment in 2010. According to that Law, "the purpose of SEA is to ensure that environmental consequences are identified and assessed during preparation and before the adoption of certain plans and programmes". Municipal Development Plans are among the documents with statutory requirement to conduct SEA.



SEA as part of the strategic planning process © UNEP (2014) Integrating ecosystem services in Strategic Environmental Assessment: A guide for practitioners

Kosovo's SEA legislation follows the **general principle** that the SEA process should be carried out **in parallel** with the assessed plan preparation process and it should be finalized prior to plan's approval in order to include necessary changes or corrections into the plan.

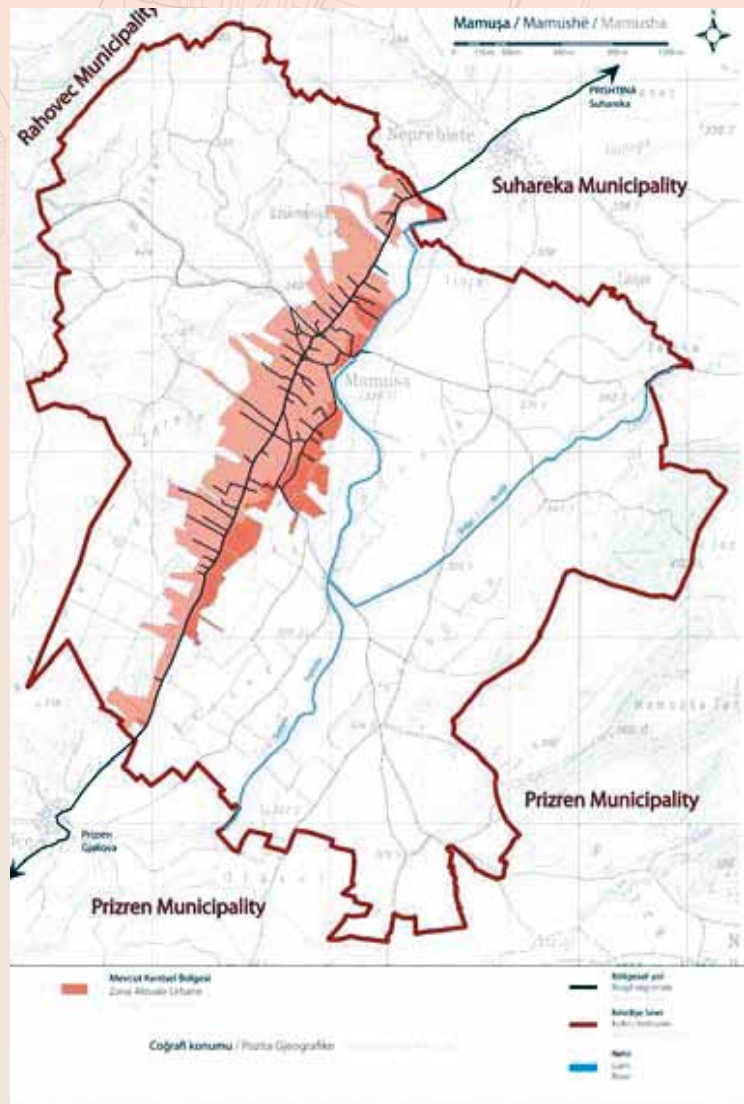
MuSPP organised a **Pilot** for introducing SEA into the MDP in **Junik** in parallel to the introduction of the SEA regulation and this enabled the processes to be established. SEA was a new procedure to MESP and the pilot was very valuable to the Ministry and showed them how SEAS could be introduced.

The second SEA MuSPP assisted with was in Hani i Elezit/Elez Han and this was the first SEA to be made after the regulation became Law. Then for the subsequent MDPs that were done in-house, in Graçanicë/Graçanica, Partesh/Parteš, Mamushë/Mamuša and Malishevë/Mališevo, experts from MuSPP assisted the municipalities to make SEA in parallel to the MDP and MuSPP continues to encourage municipalities to do so, by introducing the SEA Guidelines.

In each of the workshops during the production and consultation period for the MDP, **there was a group that was working specifically on the SEA.** Although in some cases it took a little while for municipal staff to appreciate the value of SEA as environmental issues are integral part of the MDP but as SEAs were developed their value was realized.

In Junik for example when clearing the space to be developed in Moronica Park they had planned to clear all trees except one species. The SEA pointed out that this would damage all the flora and fauna and upset the environmental balance, hence all types of tree were left in the park and also the SEA showed that work to renovate the Erenik River Bed would make the water too shallow and kill the fish, so the depth of the water was altered and a basin made for the fish.

In Prizren the MDP was outsourced and MuSPP helped the municipality make a SEA retrospectively as they did in Rahovec/Orahovac, then the environmental issues raised in the SEA had to be introduced into the MDP. The SEAs are important studies that will help with the municipality's decision making process in the future and which are dedicated to improving socio-economic and environmental performance of the MDP.



Strategic Environmental Assessment for Mamushë/Mamuša
image©Municipal Development Plan 2013-2023

Rahovec/Orahovac Strategic Environmental Assessment (SEA)

A MuSPP Expert trained municipality staff on making an SEA and helped our development throughout.

Shpejtim Mustafa the Municipality Architect, said, 'SEA was very new to us, and MuSPP taught us best practices and then gave us assistance to make the assessment. The SEA very much raised environmental awareness'.



Getting the Best from GIS

GIS (Geographical Information System) is a vital planning tool that can be used by the municipality to map data from any sector. It is a tool for the creation of maps and that allows one to geo-localize, cross reference and analyze data. This can help with the understanding of the territory, the issues within the territory, the identification of gaps and so **assist decision-makers in policy making.**

When data such as from the census or surveys done for municipal profiling or other municipal studies or research collected from a specified area is put into the system, it will layer that information by topic and create a map. Sometimes little data is available. In Mamushë/Mamuša for example, which is a new municipality, there was no data available and so **MuSPP assisted the municipality to conduct a detailed, social-economic survey, door to door, to develop data to be fed into the GIS to create a range of maps including the proposal map.**



A GIS Training Session



MuSPP has been instrumental in delivering basic and advanced training on using GIS in all 12 of their municipalities, plus the Mitrovica North Administration office (MNAO).

Agim Radoniqi, Deputy Director of the Directorate of Spatial Planning, Construction and Housing, commented 'It is important we keep up the capacities of Municipal Planners. MuSPP has trained many planners to use GIS which will be required for the new Municipal Zoning Maps, but GIS services will probably be supplied on a regional level as not all the municipalities can afford GIS software and licenses. It is so important to have a high standard of planners that can ensure participatory plans. We need good practical plans to attract investors to Kosovo.'



MuSPP, 'Hand in Hand with the Municipalities'

MuSPP's approach to working with the municipalities

MuSPP has focused on the preparation of development plans with a particular focus on environmental quality and has moved things forward through the:

- Development of capacity for plan making and implementation;
- Use of transparent and participatory approaches;
- Introduction of a learning-by-doing approach where in-house mentoring support is provided, typically a number of years, to promote local ownership;
- Use of modest investment programmes to stimulate support and provide tangible benefits;
- Documentation and dissemination of key experiences;
- Gender balanced approach;
- Support in parallel to the central institutions who in turn have supported local governments.

MEMORANDUM OF UNDERSTANDING FOR OPTIMUM MUNICIPAL OWNERSHIP

MuSPP has entered into a Memorandum of Understanding (bilateral mutual agreement), with each of its Partner Municipalities, which sets out the responsibilities of both parties within the scope of MuSPP. It covers the results both parties are set to achieve, confirms institutional arrangements and so is the basis of agreement between MuSPP and each Municipality.

ON-THE-JOB TRAINING FOR MUNICIPALITY PLANNERS

MuSPP initially provided on-the-job training in its first phase providing an international and two national experts in the six secondary cities of Kosovo Pejë/Peć, Gjilan/Gnjilane, Mitrovicë/Mitrovica, Ferizaj/Uroševac, Prizren and Gjakovë/Đakovica.

In MuSPP2, specialist experts on such issues as mobility, development control and disaster risk assessment and management (DRAM) circulated amongst the municipalities in one area. Seven more municipalities were included Junik, Malishevë/Mališevo, Graçanicë/Gračanica, Hani i Elezit/Elez Han, Partesh/Parteš, Mamushë/Mamuša and Rahovec/Orahovac during the second and third phases of MuSPP. During the third phase, there was one MuSPP field Officer resident in each of the twelve municipalities.

This combination of international and local planning advisors to support municipal planning teams in their daily work enabled an interesting working environment of experience sharing and capacity building for the municipal planning teams.

MuSPP INTRODUCED "IN-HOUSE PLANNING" AND MADE IT HAPPEN

MuSPP has worked with municipal planners and other officers of the municipality and strengthened their capacities for the production of MDP, UDP and URPs 'in-house' rather than contracting them out. If due to lack of capacity, the Municipality still had to contract a plan out, then MuSPP has ensured that the municipal planners work closely with contractor, monitoring every step of the development of the plan and ensuring the required participatory spatial planning tools are utilized. This approach has had a large impact in capacity development for the parties involved, increasing the ownership of the document and subsequently the prospects of its implementation. Application of an inclusive participatory process when drafting municipal planning documents resulted in more interactions between local and central level governments, civil society, youth, women and the business community. An interesting feature of this approach was its replication in other municipalities who wanted to also utilise MuSPP's Methodology.

MuSPP has assisted municipalities make MDPs using the Visioning Toolkit that MuSPP has prepared and is illustrated below:



Firstly, the needs and ideas of the citizens need to be gathered, then analyzed and key issues for the area established, to make a vision for the municipality. Then the vision needs to be mapped and comments sought and discussed from those who have contributed. This process continues until agreement is reached and then it can be presented to the public for their comments. The **role Municipality Planners** here is to facilitate **participatory planning processes** and **to transcribe the stakeholders' ideas into a spatial plan.**

Plans that MuSPP has assisted Municipalities with:

MDPs in all twelve municipalities

SEAs to assess the environmental impact of 8 MDPs

MDP Assessments implemented in Pejë/ Peć, Junik and Ferizaj/Uroševac, this takes place where the MDP has been in place for some time and the assessment establishes what has been done and what has not

MDP 'New Generation' starting with the Pilot in Malishevë/Mališevo

UDP and URPs within MDPs in for example Hani i Elezit/Elez Han and Pejë/Peć

Water Management Study in Hani i Elezit/Elez Han

Solid Waste Management Plans in Hani i Elezit/Elez Han, and Junik

Rahovec/Orahovac Municipal Development Plan (MDP)

MuSPP field officers worked with the planners in Rahovec/Orahovac from the beginning of their MDP. The MDP was outsourced but MuSPP helped the municipality oversee work of the company and ensured good quality control at each stage of the process.

Sylejman Dakaj from the Urbanism Department said, "It was an excellent working experience with MuSPP, we learned a lot. MuSPP field officers and monitors steered us through the whole project. This was a completely new experience; we defined together the needs of the community for the first time. The municipality will continue with this participatory approach in other municipal projects in the future, as MuSPP has built our capacity to do so."



Mamushë/Mamuša uses GIS technologies for MDP and SEA

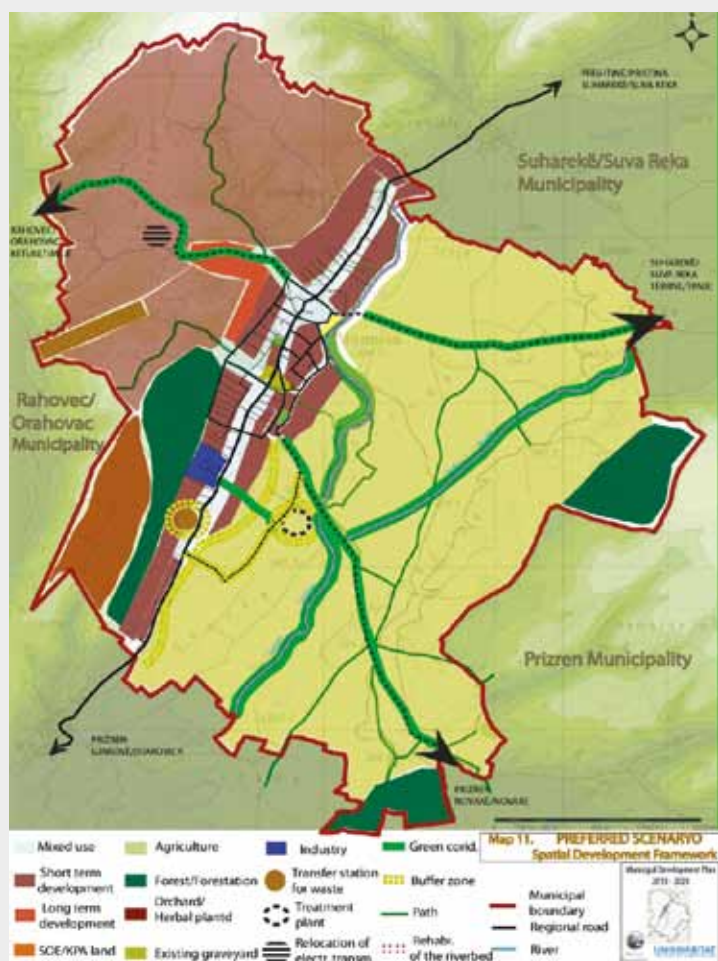
MuSPP's GIS training course amongst others and on-the-job assistance received by Mamushë/Mamuša planners from MuSPP, has enabled the municipality to produce their Municipal Development Plan and Strategic Environmental Assessment (SEA) using GIS technology.

A database of information by sector, for example environment, housing, infrastructure, waste and water was compiled and in-put into the GIS. Most of the Directorates within the municipality contributed to the data collection exercise. Using GIS, this data was then transformed by sector in layers to form a map. The strategic priorities of the MDP were to provide open greener public spaces and expand the development of agriculture activity.

Ms. Esra Osi one of the planners from Mamushë/Mamuša municipality who has worked with the MuSPP team explained that 'Mamushë/Mamuša is a new municipality officially confirmed in 2008 after a pilot period. The local planners sought the support of the Mosque from the very beginning of their efforts to get the citizens involved in spatial planning. After the visioning workshop for Mamushë/Mamuša, the data collection for the MDP began. The SEA was made in parallel with the MDP as is recommended by MuSPP, so that the assessed plan could be finalized prior to plan's approval in order to include necessary changes or corrections into the plan to make it environmentally-friendly.'



The MDP for 2014 to 2023 proposes division of the land resources between agricultural, natural and settlement areas. The spatial framework of the plan aims to preserve the high quality soils for agriculture. At the same time it is trying to meet the requirements of growing population by densification and moderate expansion. In general terms the SEA that was completed concluded that the development plan is directed into the improvement of current situation, economic as well as environmental. The plan's activities and components do not include any major negative environmental impacts. On the contrary, it was analyzed that if the current plan is not going to be implemented, it is likely that the environmental situation is going to keep deteriorating.



Preferred Scenario of
Mamushë/Mamuša MDP

image© Municipal Development
Plan 2014 -2023

Disaster Risk Assessment and Management (DRAM)

Practices have shown that in countries in transition, such as Kosovo, management of disasters is given importance only after the disaster happens. MuSPP supported the Ferizaj/Uroševac and Gjilan/Gnjilane municipalities integrate DRAM into their policy development and planning.

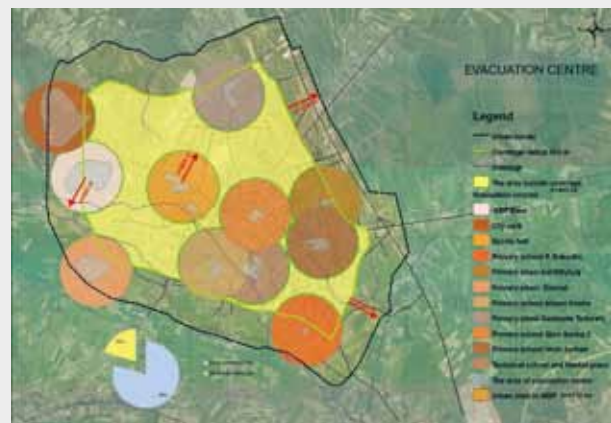
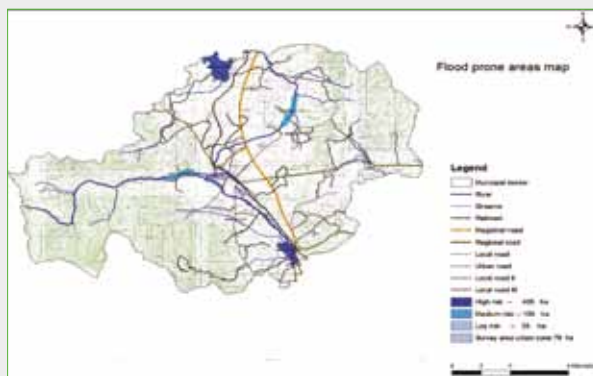
MuSPP has also assisted the municipalities with the **preparation of Disaster Risk Assessment and Management Strategy**. To complement the strategy, training was delivered and as part of the planning process a survey was conducted.



Conducting the DRAM Survey

In 2010 MuSPP organized training to raise the awareness on mitigating measures to the impact of floods through a capital investment project (CIP) on flood reduction which was delivered by MuSPP in **Ferizaj/Uroševac**.

The Flood Risk Area and Evacuation Centre Plan from the DRAM study in Ferizaj/Uroševac



The study in the urban area of Gjilan/Gnjilane was for the identification of hazards, vulnerability of the zones and of disasters prone areas, establishing guidelines and management for their further developments.

Workshops on Earthquake Training Simulation as well as developing mitigating measures to the impact of earthquakes were held in **Gjilan/Gnjilane** as part of this study.

The Inclusiveness of Capital Investment Projects (CIPs)

Urban planning can be a rather abstract activity as there is initially nothing to be seen apart from a rather thick report. Linking it to very visible and tangible projects which themselves demonstrate the principles of participation, co-financing, design and public benefit provides a series of valuable potential gains, and is thus highly relevant. Some of the municipalities initially found it difficult to get members of different sectors of society involved in the planning process. The Capital Investment Projects provided a real goal for the people of the municipality to aim for, it was a strong incentive to help get people involved.

Gazmend Muhaxheri, Mayor of Pejë/ Peć recently remarked, *'Our way of thinking has been changed, the whole Administration thinks differently, the participation of the citizens in planning has made an impact'*.



Hani i Elezit/Elez Han, 'Communicating to Include'!

One of the most important aspects of MuSPP's approach to spatial planning is **inclusiveness**.

This was certainly taken on board by the staff of the municipality of Hani i Elezit/Elez Han.

The Local TV station is the most important information source for the community and the municipality took full advantage, using the popular local TV information site as well as their continuous news loop to alert the **local community of the need for their input** to the forthcoming spatial plans for Hani i Elezit/Elez Han and to invite them to participate in their formation. The local newspaper and national newspapers *Koha Ditore* and *Zeri* were also used to this end. Young people were invited on Facebook, firstly to the workshops and then consultation on the proposed plans. The initial alert was followed up by door to door invitations. Flyers were distributed not only to invite people to the meetings but also to inform people of the results after the meetings. It was a real effort by the municipal planners who were supported by MuSPP to include all local stakeholders, municipal officers, the schools, health and business communities, factory employees, civil society, the disabled, owners of shops and restaurants in the area, and the general public. This involvement was carried out through design workshops where participants were able to express their ideas for the town centre through public discussions and meetings, so that the project selection and development went through a transparent, inclusive and participatory process. In total, 270 people attended the biggest public meeting.



Imer Suma from the NGO Hanikos was one of those included in the process. He explained that, *"MuSPP was the only programme that had really included the needs of disabled members of the community. We were always invited. Others ticked the box but MuSPP worked with their colleagues in the municipality to ensure 80 to 90% access for disabled people to their capital investment projects. The team realized that the only people who could test if disabled facilities worked, were disabled people themselves, as they can actually feel if the access is effective in a way an abled person cannot. I was asked to test the facilities on the town centre and school projects and now the municipality knows if I have tested a facility and declared it satisfactory, they have a quality product"*.



Moreover, at the public hearing on the Urban Regulatory Plan for the town centre, few women were present and so a special public consultation was held for women whose views made a valuable contribution towards the end product.

Rahovec/Orahovac municipality includes 'All Schools' in a Competition to identify the Best Project for a MuSPP CIP

Strengthening education facilities and public spaces was a strategic priority of the MDP in Rahovec/Orahovac. The municipality organized a competition for **all schools** to identify, the most deserving project for investment from a MuSPP CIP. The competition aimed at broadening public engagement and raising civic awareness, amongst pupils and teachers. Apart from creating a sustainable schoolyard, the project aimed to engage the school's community in team work and enhance the pupil's imagination on urban matters, as well as raise environmental awareness. Seventeen proposals were submitted from the 26 Schools in the municipality.

The competition was strongly contested and a project for two schools one primary and one secondary was the eventual winner, 'Sustainable Schoolyard in Xhelal Hajda - Toni and Hamëz Thaqi'.



Including the Community in the CIP Planning and Design in Mamushë/Mamuša

Esra Osi a planner from Mamushë/Mamuša explained that *'It was not easy to get the people involved, particularly the women who were not usually involved in public consultation. Even at parent/teacher meetings at the school it is usually the father who goes to meet their child's teacher, not the mother. The public meetings were announced at the Mosque and 500 invitations were delivered door to door. There is no local radio in Mamushë/Mamuša, only Prizren local TV, so the web site of the Turkish Community was utilised. When the CIP was introduced it provided a tangible goal and up to 40 people came to public meetings and many female pupils from the school attended at the end of the process.'*

A questionnaire was distributed at the first workshop, where the participants, teachers, school directors, education directors and municipality education staff were asked what they wanted see, what was their dream for the schoolyard? Based on the analysis of the questionnaire a design was drafted with three activity areas, socializing, sport and recreation and education. The design was given to the participants for their comments and when added the approval from municipality and MuSPP sought.'

The Nature of the CIPs

The thematic nature of the CIPs is in line with the strategic priorities of the MDP. The projects were co-financed on a 50/50 basis by MuSPP and the municipality, hence, the emphasis was on modest projects that would really make a difference within the community. MESP also contributed to some of the bigger projects. The feelings of ownership and MuSPP's participatory approach have encouraged the MuSPP partner municipalities to enter into 17 CIPs, plus 7 demonstration projects.

In several cases the development of the environment around schools was the chosen objective; schoolyards in Junik, Rahovec/Orahovac, Hani i Elezit/Elez Han, Mamushë/Mamuša and Graçanicë/Gračanica municipalities have been turned into areas that both schools and communities can use. In Pejë/Peć, Zatra Informal Settlement has been transformed. In Prizren, an old historic street and the main square have been regenerated and revitalized, encouraging residents to restore old facades and embark on new businesses. In Ferizaj/Uroševac, a green corridor has linked green spaces together and a riverbed has been remediated to prevent flooding. Moronica Park in Junik municipality has had trails and visitors spaces constructed. Speed bumps have been installed around a school in Mitrovicë/Mitrovica and other areas of the city have been greened. In Hani i Elezit/Elez Han, the central area in front of the town hall has been renovated and in Malishevë/Mališevo a new wider bridge was built so that people could pass safely from one side of the town to the other.

The Rahovec/ Orahovac Schoolyard

Murat Kryeziu Director of the Hamëz Thaqi School and two of his students Nertila Krasniqi and Denis Kryeziu explained how the CIP evolved.

Director Kryeziu said, *"We took a very serious approach with the students explaining this was a multi-disciplinary project, which would affect not only the school and the pupils but the community as well, including the many farmers who could exhibit their farm products in the new space. The project added new quality ways of learning to the school. The school now has a better image and the children are working harder. Sixty percent of the concepts put forward by the children have been implemented, so their vision has come to fruition, they are happy and disciplinary issues have improved"*.



The Hamëz Thaqi School Team

The Process of a CIP in a nutshell

- Possible projects are selected from the strategic priorities of the MDP and evaluated according to the criteria for implementation of a MuSPP project;
- Visioning and consultations with the stakeholders help the identification on future CIPs;
- When the CIP is selected and designed, an Agreement of Cooperation is signed between MuSPP and the concerned municipality;
- A tender process is launched for the works by the municipality for the construction of the project.

Construction and Monitoring of the Rahovec/ Orahovac Schoolyards CIP

MuSPP constantly monitors the winning company as the works are implemented to ensure the quality of the work.

A public tender had been held for a company to make the construction and a contractor from Malishevë/Mališevo won.



Lum Kastrati the company's architect

Mr Zulfaj said: *"MuSPP advised us and monitored our work. They were very strict, we had to keep to the design but the design was much easier to implement than usual because it was comprehensive with precise instructions. It was good to work on a project for the schools and the local community, which included greening measures to improve the environment. The cooperation between us, the municipality and MuSPP was very good during implementation"*.



And Blerim Zulfaj, Contractor

Quality was the most important in Hani i Elezit/Elez Han

Nasrulla Krasniqi's company won the tender for the Town Centre CIP in Hani i Elezit/Elez Han. He said, *'This is the first project I have done with the municipality and MuSPP, and it was the first time I have had a customer that monitors the quality of my company's work. The municipality and MuSPP monitors gave me advice and helped me improve my standards. The plans had been made with the participation of the people and were very precise and everything had to be constructed just right. This project is very visible being right in the centre of the town and the quality work we did on it, has set us up for more business opportunities.'*



The Impact of the CIPs

The CIPs have impacted multiple sectors of the communities where they have been implemented. It is the nature of the project rather than the size of the project that usually determines the impact.

Mobility, safety, urban integration, access to all services and places, water supply, environmental protection and preservation, and city centre regeneration are some of the key issues the CIPs have contributed to. All have improved the quality of life of the citizens.

Road Alterations

The renovation of the bridge in Malishevë/Mališevo was a project that has had an effect on the whole community, as it is the only bridge across the river that divides the town in half and so everyone uses it. The bridge is now wider, with pavements for pedestrians and less traffic jams for cars. Whereas the speed bumps around the Mitrovicë / Mitrovica school only affect the motorists who use that particular road.

Schoolyards, Playing Fields and Community Gathering

The projects that involved the development of schoolyards and playing fields have not only had a great impact for the staff, children and parents of the school, but also for other schools who come to play sport or take part in cultural inter-school activities. The schoolyards and playing field projects included common park areas for the public, who are usually allowed to use the sporting and park facilities after school and at weekends, so the project has a large impact in the local community. The school and schoolyard renovation in Radevë/Radevo has made an enormous impact for its young pupils, by gathering the multi-ethnic community together.

Walkways Bridges and Rivers in the cities

This has the greatest impact on the local communities who use them the most, but in some cases as in Pejë/ Peć, path is part of a wider project that crosses the city and continues up into the mountains.

Trails and visitor facilities in rural/ national parks

The Moronica Park in Junik has a new entry bridge, an outdoor theatre, camping facilities and trails all around the park and attracts not only local people but those from neighbouring towns who come to hike the trails at weekends.

Cultural Heritage

In Prizren, the two MuSPP co-financed projects are in the historic centre of the town. The Farkatarëve Road Project has seen the road pedestrianized and public space renovated, which has had a substantial impact. Businesses are doing well and many locals and visitors pass through every day, owners are motivated to restore the historic facades of the buildings. The road side cafés and shops are now extremely popular during the Dokufest Film Festival.

The Impact of the Rahovec/Orahovac Schoolyards CIP

The students said that environmental awareness had been raised. Before they used to throw their rubbish on the floor or drop it anywhere, now they have rubbish bins which they use, they now think about keeping things clean. They enjoyed taking part in the drawing competition and the consultation meetings. The students were also engaged in internet research to find good examples of schoolyards from around the world to inspire them. One student made a video of these best examples and showed it to the other children.

Murat Kryeziu Director of the Hamëz Thaqi School explained, *'We now have two sports fields for everyone to use, the first a hard surface for Basketball, Handball and Volleyball and a standard size grass Football pitch with a proper drainage system and benches where spectators can sit. We have 300 meters of walkways and an outdoor classroom/ theatre where we not only have outdoor lessons in the summer but is also a stage for shows and concerts. The pupils have painted a mural on the 150 meter wall, parking for cars is also provided. Grandparents with grandchildren use the yard as park at weekends, along with groups who play sports on the playing fields and mother's picking up children before and after school use the space as a meeting place.'*

'MuSPP is associated with good work and that has certainly been our experience here, we will use the techniques we have learned on other projects. It was good having an architect on site and a monitor keeping us on track so that we produced a quality product for our community,' the municipal planner concluded.

From Planning to Implementing

'Junik is Unique'

Junik may be a new municipality but it has paved many paths towards the introduction of more inclusive local governance and projects that benefit with local community, working with MuSPP always in the background providing guidance and expertise to help the planners and people of Junik reach their goals.

Mayor of Junik, Agron Kuqi, explained, that *'the Municipality's co-operation with MuSPP has been multi-dimensional. Our Municipal Development Plan (MDP) was the first one in Kosovo to be done entirely in-house with the assistance of MuSPP's officers and it is the basis for the substantial strategic development within the municipality. MuSPP has given our planners the capacity to use participatory spatial planning for the benefit of the whole community. The MDP has opened up new opportunities, all the projects realized to date came from the MDP. Our budget is based on the MDP because the MDP is the starting point; it affects all of the departments, public services, economic development, forest, tourism and culture.'*



MuSPP introduced a pilot Strategic Environmental Assessment (SEA) to test the processes in Junik when the new SEA Law was adopted in 2010.

Ferdone Tofaj, one of the municipal planners emphasized that *'Junik was just a village in another municipality, it had no specific plans. The introduction of spatial planning was new and immense. Before MuSPP, the theory was that the municipality should make the plans and present them as a "fait accompli". Now our approach is that the community must be involved from the start of any spatial plan or strategic environmental assessment. We have "made our city better together".'*

The whole concept of visioning was fascinating. Ferdone was persuaded to contribute to the visioning workshop.



'It was quite a commitment to spend 5 days in Ohrid away from my family, I was at home, without a job, taking care of my children. After participation in the visioning workshop, I was motivated and encouraged to continue to be part of the process. I started to work in the municipality in the Department of Urbanism, as a member of the team for MDP development. Then I was invited to an international conference in Vienna and presented a Case Study of Spatial Planning in Junik. It has been a rapid change for me from having no knowledge of planning to becoming part of all the CIP design and development processes and the further implementation of the MDP and SEA.'

The concept which had been devised at the visioning workshop caused quite a stir when it was presented to the community. Municipal staff went door to door to inform the people and invite them to the public meeting, asking people to ask their friends, finding people by the snowball method.

The problem of getting more women involved was addressed by organizing a round table for women, but the question was how to get the women to come. The solution we found was to invite all the wives of the municipality staff and asking them to bring their friends and over 70 women came. Since then other organisations such hunters, chess players and NGOs within the community have used the inclusive participatory approach introduced by MuSPP in their local projects.

Not only have links been built between the municipality and the community but also between the municipality and the Ministry of Environment and Spatial Planning and other related line Ministries. MuSPP helped build bridges between us in a soft way treating all participants the same, no matter from whence they came’.

MuSPP delivered an **intensive ten-day training course** to teach the planners how to use **GIS** and by the end they could make maps using the GIS software. These new skills will be used to draft zoning maps that are now required under the new Law on Spatial Planning of 2013.

Two Capital Investment Projects have been funded jointly by MuSPP and the municipality. The first is the schoolyard. The CIP process was developed by involving key actors in the development of the project such as, pupils, parents, teachers and activists who participated in two workshops. In the first workshop some idea proposals of the location of the project were prepared through the group work. Strengths, weaknesses, opportunities and threats were identified through SWOT analysis.



The schoolyard area before the CIP

In the second workshop two scenarios were designed based on work and results from the first workshop. The amphi-theatre was the idea of some of the young girls who attended. The suggestions given in the second workshop were combined with those from the first. As a result a third rolling, final scenario was developed. It was completed by the municipal staff and supported by MuSPP officers who co-operated through all the phases of the project design and implementation. The multipurpose sports area is used by all the community and the amphi-theatre for school awards ceremonies, fashion shows, concerts, recitals mainly performed by pupils from schools in the municipality.



Reconstruction of sports field and schoolyard of secondary school “Kuvendi i Junikut” project implemented

Moronica Park



The MDP of Junik and its respective Action Plan also identified Moronica Natural Park as an area of interest and natural beauty that should be preserved and developed with caution. This development was the subject of the second CIP implemented in Junik. Moronica is one of the main features of the wooded hilly landscape, it marks the beginning of Junik Mountains, located in the South-West of Kosovo. The project designed for Moronica Natural Park offers paths for walking and recreation within Moronica, enriched with other elements that enable the connection of the city centre via a pedestrian bridge over the Erenik River. The project was drafted using the same participatory approach as the schoolyard with the local community, municipal staff, the University of Pristina and other stakeholders all being involved. The project paid particular attention to environmental conservation.



The impact on the local community has been more visitors coming to Junik and using services in the town, shops, cafés, restaurants etc. The park is used by local people and those from neighbouring cities come and hike the trails or come to activities in the open theatre area. People of all ages come to picnic and when first grade pupils achieve their learning goal of completing the first Alphabet Book, their teachers take them into the park to picnic and sing and dance in front of their parents.



The Natural Theatre in Moronica Park

Rahovec/Orahovac Schoolyards CIP

Inclusivity within the project

The objective of the CIP was to 'help create sustainable schoolyards'. Two 'winning' schools were involved: one primary, one secondary, and the first task was the formation of two working groups consisting of teachers, students, parents, school directors and municipality staff.



Bedri Hoti, one of the teacher's from the Hamëz Thaqi School has a background in design and he assisted the children to put their ideas on paper. "In a way **all the students were involved**, I went to each classroom and asked all the pupils for their ideas, I asked them to imagine their ideal schoolyard. Then brought the children with the best ideas together and helped them to draw them".



A commission of municipality and MuSPP was formed to evaluate the best and most practical ideas and the municipality staff with the help of the MuSPP officers worked **on the design themselves in-house**, which enhanced their capacity.

The **design** was presented for **discussion at both schools and comments** from the 30 to 50 people at each meeting were recorded and their suggestions added to the design. People from the neighbourhood also attended, as they would also be beneficiaries of the project. The public discussion process was repeated twice more and at the final presentation there were 200 people, many of them students, who wanted to see the final design.

Before and After



Hani i Elezit/Elez Han, MuSPP supports a Comprehensive Approach

In 2009, the municipality of Hani i Elezit/Elez Han and MuSPP signed a Memorandum of Understanding (MoU) for drafting the Municipal Development Plan (MDP) and Urban Development Plan (UDP). The 'in-house' approach adopted for the drafting of the MDP and UDP of Hani i Elezit/Elez Han built the capacity of the municipality staff. During the drafting process, the lack of public spaces inside the urban zone of Hani i Elezit/Elez Han was brought up as one of the issues to be solved. In later discussions, it was agreed that the Capital Investments Projects (CIPs) would have to deal with these spaces. The idea was taken forward and a CIP was developed by the municipality, with the assistance of the MuSPP team. The CIP for improving the public spaces in Hani i Elezit/Elez Han was designed with the intention to improve the general environment of Hani i Elezit/Elez Han and to translate some of the plan's priorities into concrete projects which would serve the citizens.

"When I was elected in 2009", Rufki Suma the Mayor of Hani i Elezit/Elez Han explained, "The municipal staff were already being trained in participatory planning techniques, and the central space of the town in front of the municipality building was not welcoming. The Capital Investment Plan implemented with MuSPP has transformed this central area."



Before

Much more value has been added to the municipality during the period of working with MuSPP; the management and business processes related to the introduction of spatial plans have been utilised throughout the municipality, and we now have Short/Medium Term Budgeting. We perform better. We have built up good relationships with the Ministry of Environment and Spatial Planning and networked with and learned from other municipalities. We have a SEA to ensure environmental values are included in the MDP and more recently water and waste management plans for the municipality. Our planners have also received GIS training from MuSPP, which hold us in good stead for the introduction of the new zoning maps required under the Law of Spatial Planning of 2013. To help ensure transparency, we now produce an annual year book, of which we print enough copies to give one to each the family and the media, which describes the work of the municipality during the year and makes public all the accounts of that year. Central government has recognised the municipality's efforts to achieve transparency in local government".



After



Work began in earnest on the MDP after the Hani i Elezit/Elez Han visioning workshops and the MDP was adopted in 2011. Throughout the planning process, MuSPP officers worked with municipal staff, now prepared to continue planning.

The final design for the CIP



Prizren/Prizren - Revitalizing Farkatarëve Road

This Capital Investment Project (CIP) was taken forward by MuSPP and Prizren/Prizren municipality. It was agreed that the broad principle to underpin any capital investment project is integrating the historic core of the centre of Prizren/Prizren (Shadervan) with key mobility lines around the centre, with a view to improving the built environment, streetscape via urban design, mobility arrangement, and some elements of economic development in an inclusive, participatory manner.



Historic zone

Source: Prizren Historic Area Conservation and Development Plan
©Prizren Municipality and Cultural Heritage without Borders



Project Area

MuSPP delivered a visioning workshop for a wide cross section of Prizren/Prizren stakeholders, where the MDP through to 2025 was outlined. It was the first time a large group of stakeholders from Prizren/Prizren had participated in spatial planning for their city.

Ms Nora Arapi Krasniqi, who was then a student explained that until participating in the Visioning Workshop, she had no interest in planning. Now, she is an architect and manages the Cultural Heritage without Borders (CHwB) NGO in Prizren/Prizren.



An Urban Regulatory Plan within the MDP was developed to establish the boundary around the Conservation and Development Plan for the Historic Town of Prizren.

In developing the project, the consultation and participatory process was vital and it underpinned the proposal. Firstly there was a walk with stakeholders around four routes in the historic zone and then at a workshop, participants filled in the area audit survey questionnaire. Three options were put forward following the analysis of the survey. Subsequently, the concept of revitalising Farkatarëve Road was chosen due to its impact to the historic centre and the city as whole.

A comprehensive database of all the stakeholders within the project catchment area, plus NGOs and the media, was made so everybody could keep abreast of developments in the Farkatarëve Road project. MuSPP, together with municipal planners, drafted a design for the project, working from the results of the survey. Several public meetings were held during the design stage.



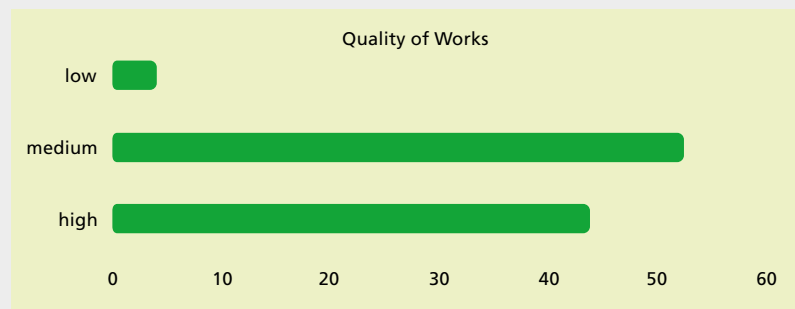
One of the key local businessmen involved was Mr Adnan Maloku who before the project had a building construction materials shop in Farkatarëve Road (Blacksmiths Road). The road was run down, the historical buildings were in a poor state of repair, and the old crafts that used to characterise the road were long gone. There was not much business even during the peak times of the Dokufest Film Festival. Mr Maloku was involved with the CIP from the start and used the opportunity to change the nature of his business and turned his shop into a popular café. Mr. Maloku said, “*This project has*

improved my livelihood. The MuSPP’s approach of getting all the residents and businesses together to plan the future of our street was new, but it worked and we all had a sense of ownership of the project. During the implementation stage, officers from the municipality and MuSPP stopped by almost every day to check that we were happy with what was being done and to check the quality of the work. We all worked together to achieve the street we have now. Local people and tourists now come into the street and my new business is doing well. It is now a very busy hub during Dokufest. The street is a pleasant place to come where people can enjoy the historical facades that have been restored and dwell in the new cafés in the pedestrianised area, we have come a long way from the polluted car park that Farkatarëve Road had become.”



The people of this area of the historic zone know about MuSPP’s participatory approach because they were consulted and involved in the restoration and development of Farkatarëve Road. A customer satisfaction survey was conducted when the CIP was completed. A total of 86.42% of people residing or working in the project area thought that this project increased their quality of life,

85.43% of people thought that the improvement in Farkatarëve Road increased safety of people, and 76.82 % thought that this project encouraged small businesses. The quality of the work done was also highly rated, as can be seen from the graphic on the right.



Prizren/Prizren municipality and MuSPP are currently implementing another project in the Sheshi i Lidhjes square, which has been approached and organised in the same way and is nearing its completion.

Schoolyard and play ground in Radevë/Radevo Graçanicë/Gračanica Municipality

Education transformed for Serbian, Albanian, and Ashkali children

The school was in bad condition, with large holes in the roof and no real shelter from the rain. This is a primary school where the only other alternative for education was a long journey to the nearest town. Educational facilities were one of the strategic priorities in the municipality of Graçanicë/Gračanica's MDP. The municipality and MuSPP worked together to develop a co-funded CIP so that the school and schoolyard could be renovated.



These young children with their parents and teachers attended a workshop to gather their ideas and vision of what their school needed. It was the first time all the children had been in one room working together, because in Serbian areas of Kosovo, Albanian children and Serbian children are taught by different teachers in separate classrooms. MuSPP's responsibility was to renovate the yard and the municipality was to renovate the school. Together, they set about trying to fulfil the children's dreams. The design illustrated below was the proposed solution.



The school building is now finished, and the children are delighted to have a clean, warm school to go to. The work on the yard is still in progress, but there are already paths in place. One of the children explained that his feet used to get wet and muddy every day before renovations were implemented. Soon, there will be a small sports field on one side of the school and a gazebo style outdoor class room in the front. The school will be more secure, having a fence all the way round and beyond the perimeter. There will also be a park for the whole community to use.

The Caretaker Nexhmedin Qerkini said, *"The workshop was a good idea, all our ideas are now becoming a reality. Previously, there had been only one entrance for everyone, now there are 3 access routes with a separate one for service and delivery vehicles, so it is safer for the children. There used to be so many holes in the ground that playing with balls was impossible. Soon, the children will have a sports area and a playground, where they are all able to play."*



Ferizaj/Uroševac

Ferizaj/Uroševac is a major town in Kosovo and was one of the first six municipalities MuSPP supported in Kosovo. Over the last nine years, Ferizaj/Uroševac municipality has entered into many activities with MuSPP, and some of the highlights are described below.

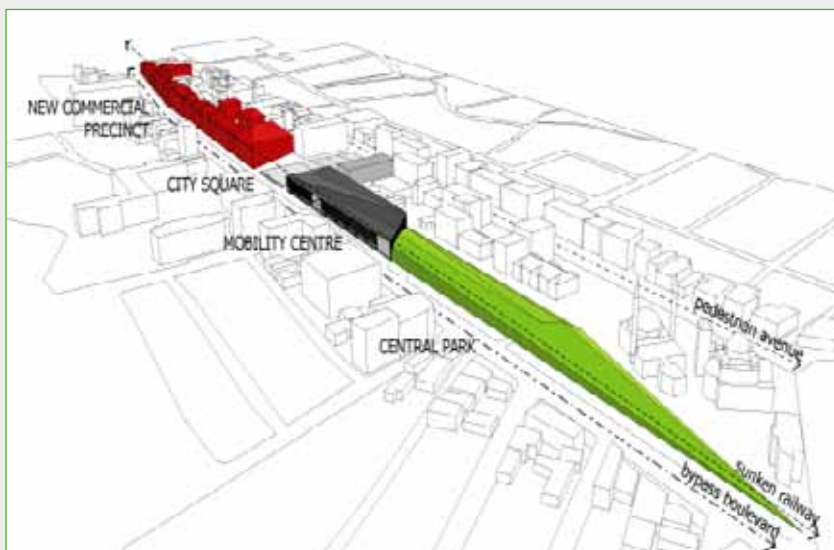
Planning Document - Transport Component of MDP/UDP

The Ferizaj/Uroševac MDP and UDP transport chapters are the result of analysis of the municipality's transport issues and contains several solid suggestions for the development of transport infrastructure in the city, and the entire municipality. The document was elaborated in 2011 by MuSPP together with the municipality of Ferizaj/Uroševac. It was a contribution to the process of the revision and more detailed elaboration of the Ferizaj/Uroševac MDP and UDP by its democratic institutions and with the participation of the entire civil society. The transport plan and action plans considerations included the following:

- **Infrastructure of regional importance:** railways, airports, car reliance, transit diversion and an ambitious transport hub, a public transport priority
- **Public Transport Services:** in all areas and at all levels
- **Mobility in Settlements:** including mobility needs and local transport infrastructure

URBAN DESIGN COMPETITION

After a visioning workshop in 2007, an International Competition for a Mobility Design for Ferizaj/Uroševac was launched. MuSPP helped draft Terms of Reference and publicise the competition worldwide on the internet. A total of 42 entries were received, and MuSPP organised two evaluation committees. A shortlist was established, and an Australian entry was judged to be the best. An exhibition of all the entries was set up in the university. The winning design was incorporated in the MDP and UDP. However, the design in its entirety could not be implemented because of the high costs. The Transport Plan of 2011 suggests the design should be revisited and broken down into more manageable parts.



Urban Design competition image © Searle and Waldon Architects

Urban Design Competition



Project on Flood Reduction - Improvement of Nerodime Riverbed Capital Investment Project



Mustafe Zariqi, Head of the Urban Planning Unit, Ferizaj/Uroševac, explained, *"The MuSPP Team assisted us at all stages of the project. Our first CIP was to prevent flooding, the riverbed was regulated, the river banks were renovated and side-walks and a bridge constructed."*

The project undertook for flood reduction measures and improvement of space around the river, thereby enhancing the area for social cohesion of everyone youth, elderly, women, men, and vulnerable groups.

When finished there was increased usage and improved quality of the environment, improvement of the area for pedestrians, cyclists, and roller skaters. Property issues in the area were clarified and lighting was installed in the dark areas for improved visibility and safety at night.



Before and After



Green Corridor Project in Ferizaj/Uroševac

The Green Corridor concept consisted of linking green spaces. The project helped to improve public spaces for sports, recreational and civic purposes, with appropriate urban furniture, lighting and paving, accessible to all residents and visitors to use. The environmental quality of the stream was also enhanced, along with water quality to promote environmental sustainability, not only in the spot improvement area, but also along the rivers within the neighbourhood. The movement patterns of pedestrians and vehicles in the area and access for people with special needs was also improved by making easy access for people in wheelchairs.



Mitrovicë/Mitrovica

The CIPs in Mitrovicë/Mitrovica were inspired by the participants at the first Visioning Workshop to be organised by MuSPP in Kosovo. (See Visioning)

Hysni Sylja the current Press Officer for the municipality of Mitrovicë/Mitrovica (South) has been associated with the municipality for many years in different roles. He worked with the MuSPP field officers that were working in the municipality offices during the first two phases of MuSPP. He described this as having been an excellent experience, as much was learned about the participatory approach to planning and some capital investment projects that were really necessary were also realised.



Access Improvement to the Primary School “Meto Bajraktari”

The first Capital Investment project MuSPP worked on with the municipality was the **Access Improvement to the Primary School “Meto Bajraktari”** Project. The school is completely surrounded by roads. The 962 pupils of the primary schoolchildren were at risk from fast moving traffic every time they entered or left the school and accidents happened. The municipality, MuSPP field officers and traffic experts, teachers, school directors, pupils, parents, the Kosovo Police, and representatives of the University of Pristina all met at the school and gave suggestions and ideas to solve this problem. This led to wider consultation on a proposal to make large speed bumps around the school to slow the traffic down and to renovate the accesses to the school, which was subsequently implemented by MuSPP and the municipality.



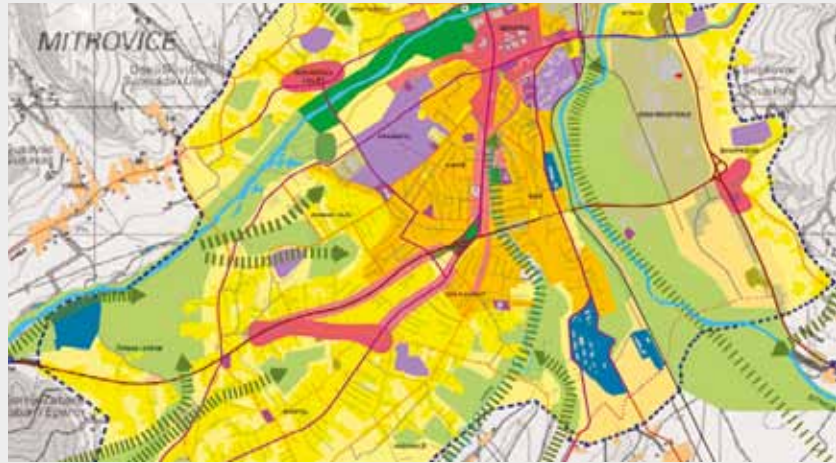
Before and After

Mitrovicë/Mitrovica “Lushta” River Green Corridor

As proposed in the MDP/UDP: “Areas around rivers represent the main areas for rest and recreation for the city. Small parks and sports facilities for leisure will be distributed throughout city. Internal network of roads in the city will be replenished in order to link the disconnected areas of the settlement.”

The ‘Lushta River Green Corridor’ project started with participatory area audit and design process which were developed and conducted with municipal and civil society stakeholders.

Amongst these stakeholders was Ms. Hilmnijeta Apuk, Winner of the UN Prize for Human Rights in 2013, with her NGO ‘Little People of Kosovo’.



Ms Apuk explained that, ‘There were accessibility problems within the proposed project area and this was discussed at the consultation meetings and included in the project design’.

Ms Apuk added, “MuSPP field officers were ever present in the municipality to whom the disabled community could pass on issues that arose and they knew that action would be taken. MuSPP trained the staff in the municipality Urbanism Department in modern urbanisation processes and you can still see the difference today. However, the biggest contribution of the MuSPP staff was that their relationship with the disabled community led to acceptance of the disabled community by the municipality and now the disabled people are always included in and consulted on forthcoming infrastructure projects.”



Before and After



The Lushta River Green Corridor project optimised connectivity by creating not only a coherent link with the city centre for pedestrians/cyclists and a quality public space but also a barrier-free access for people with special needs.

Pejë/Peć - Skenderbeu Square / Capital Investment Project

Pejë/Peć City Centre Transformed



After the Urban Development Plan (UDP) of Pejë/Peć was approved in 2007, MuSPP together with Pejë/Peć municipality formulated a concept for the renewal of public spaces in the city centre. The first area to be re-designed was the Korzo and MuSPP assisted the municipality with technical support in re-designing this area in 2007-2008. The project area was extended to include the Skenderbeu Square and a new capital investment project (CIP) was designed in 2009.

Project Location

The motto of the city (stated in the UDP) which is 'Peja/Pec - green and vital city' was lived up to in this project, which improved space for everyone, the young, the old, women, men and vulnerable groups. More greenery was used which improved the environment. Pedestrianised areas improved the quality of the air and the quality of life, reducing bushes and dark areas in the night for greater safety. As a result it vitalized public spaces and more businesses opened up and boosted life in the economy of the area.



The Capital Investment Project in Malishevë/Mališevo

Before and After pictures of the bridge



Malishevë/Mališevo is a city in two halves divided by the River Mirusha/Miruša, with the town centre and the bus station on one side of the river and all the schools on the other side. The only way to get from one side to the other was via a very narrow dangerous bridge. The CIP was to widen and renovate the bridge and improve river banks on either side of the bridge. The interest of the residents participating in the planning processes, as has been seen in other places was significantly lifted when it became clear that there was the possibility of a new bridge, which would make their children's journey's to and from school safer and improve the traffic flow from one side of the city to the other. Parents, students, businesses and NGOs all had a chance to take part in public meetings on the investment, organised by the Municipality with MuSPP. The new bridge is finished and the river banks will be soon.

Mamushë/Mamuša

Visioning Workshops lead to New Schoolyard

Following the conducting and analyzing of a survey to collect data for the MDP and SEA and the subsequent workshops, a CIP was developed for the schoolyard. This divided it up into three zones, **social, sports and recreation and education** as can be seen below. It is now barely recognizable as the same place, now that the CIP has been completed with the assistance of MuSPP.

Before and After



MuSPP supporting National Players

MuSPP training using 'Tailored Training Delivery Mechanisms'

Training was recurrent during the whole programme:



'Environmental awareness and environmental impact is not only the basis for the SEA training we received but is the basis for all our training, MuSPP's training has set us up for a very good experience during the implementation of the MDP and SEA.' Sulejman Dakaj, Urbanism Department, Municipality of Rahovec

'MuSPP has recently given us on how to use GIS, this builds on all the other training we have received from MuSPP. My colleagues are now well prepared to continue to deliver best spatial planning practices, which is very different from the position we were back in 2008 before we started working with MuSPP.' Miqail Vila, Director of Urbanism Department, Municipality of Hani i Elezit/Elez Han



'Planners can now stand up and talk about planning' Luan Nushi, Director of the Institute of Spatial Planning (ISP) explained. 'ISP provides a valuable link between MESP and the municipalities and enables the Ministry to keep abreast of what is working and what is not working. The Institute brings the Ministry and Municipalities together and gives perspective'.

The main **target audiences** for MuSPP's Training are **MuSPP's key partners** which include:

- MESP/ISP
- MLGA and other line ministries
- AKM
- Mayors
- Municipalities
- NGOs
- Civil Society

MuSPP has coordinated with other partners such as CHwB, FES, OSCE, in the organisation of training courses.

MuSPP has delivered a great deal of training which can be divided into 4 categories:

- Training with a Spatial Planning Focus
- Training that is related to Spatial Planning
- Support to Fellowship
- International Experiences to enrich Planning Processes in Kosovo

Selected trainings and features are described below:

Training with a Spatial Planning Focus

Training for the first MDP produced 'in-house' in Kosovo

From 2009 to 2011, MuSPP, ISP/MESP, UN-Habitat and CHwB were partners in drafting Junik MDP (the first "in-house" MDP), therefore during this period a series of training sessions was delivered.

MuSPP also prepared and delivered the training modules below and they were delivered as appropriate to Hani i Elezit/ Elez Han from 2009 to 2012, in Mamushë/Mamuša from 2011 to 2012, in Graçanicë/Gračanica, Malishevë/Mališevo, and Partesh/Parteš from 2012 to 2013. The modules for the training were:

- Envisioning workshops
- Identifying challenges and determining goals and objectives for the MDP
- Scenario development
- Action planning
- SEA
- Determining MDP strategic priorities

MESP and ISP coordinated and facilitated group work with MuSPP throughout the training on MDP, UDP and also legal issues.

Lumnije Gashi who used to work for MESP and now works for MuSPP in Prishtinë/Priština emphasized the importance of trainings in strategic spatial planning with participatory approach delivered by UN-Habitat Programmes, have had to her professional development. "I belong to a generation when the educational planning system corresponded to the centralized governance system. I started to learn about strategic spatial planning with participatory approach and the relevant applied planning principles, through training provided by previous UN-Habitat programmes, when working for MESP. By joining the MuSPP team in 2006, I had a chance to apply that knowledge into practice, through the support provided to municipalities in developing their spatial and urban plans". Lumnije believes the greatest MuSPP achievement was the application of "in-house", an alternative approach to drafting MDPs, UDPs and URPs.

In partnership with CHwB and the Institute for Spatial Planning within MESP this approach was applied initially in Junik, then followed in Hani i Elezit/ Elez Han and other MuSPP partner municipalities. Moreover, this process has triggered the application of Strategic Environmental Assessment (SEA) for the plan with the view of providing an analysis that would add value to the plan by integrating the environmental component into it. Being the first MDP in Kosovo with SEA, it had an impact on the central level (MESP) increasing their responsibility to enforce application of SEA legislation for all upcoming MDPs.

MDP and UDP Implementation Training

In 2012, all MuSPP Municipalities and MESP representatives attended a MuSPP training course to give guidance on how to implement MDPs and UDPs. Most of the municipalities had approved MDPs by this stage and the training covered how to enter into the next stage, that is implementation. Group working sessions were included in the workshop on how each municipality intended to implement their own plans.

Training related to Spatial Planning

SEA Training

Strategic Environmental Assessment Training was delivered by MuSPP with MESP for all the MuSPP partner municipalities in 2014.

Training on strategic environmental assessment (SEA) in Kosovo

October 2014, Prishtinë/Priština

As part of the process of developing the capacities for SEA, MuSPP offered a two-day training course on SEA for Spatial Plans for officers involved in SEA procedures at central and local level. The activity was held within the context of launching guidelines for implementing the SEA procedure at central and local level.

The workshop aimed at enhancing the understanding and capacity for the implementation of SEA in Kosovo spatial planning activities, and addressed general SEA principles, specific methodologies, stages and tasks. The objective of the workshop was to improve participants understanding of the benefits of and possibilities for using SEA as a tool in strategic decision-making and to enable participants to independently utilise SEA in their own work.



SEA Training Workshop

Water and Waste Management Advice and Training

Following a study visit to Estonia where representatives from MuSPP municipalities and the Ministry of Environment and Spatial Planning have participated, Harju County Entrepreneurship and Development Consultancy (HEDC), in collaboration with MuSPP, visited Kosovo in June 2014, **to deliver a training workshop and provide consultation, with special focus on wastewater biological treatment solutions.**



Local Solid Waste Management Training

During the process of updating the Local Solid Waste Management Plans for Junik and Hani i Elezit/ Elez Han, field visits, meetings with different stakeholders and working groups were conducted. A workshop was also part of the activities with the aim of introducing best practices on waste management, planning, methods technologies and monitoring.

Included in the new approved Local Solid Waste Management Plans are:

- Improved service provision
- Promotion of composting
- The introduction of recycling
- Elimination and prevention of illegal disposal sites
- Storage and utilisation of construction and demolition waste

"We are working with MuSPP on several fronts, introducing updated waste management plans into some of the smaller municipalities such as Junik and Hani i Elezit/ Elez Han and we delivered workshops on waste management in other municipalities, as well as with Ministry staff, with an expert from MuSPP and waste department officials from MESP. MuSPP has assisted the Ministry with its Waste Management Plan and commented on the harmonization of waste and water laws. The study tour to Estonia showed us Waste Management in practice and the added value of Estonia is they have been through a transition period similar to Kosovo. We learned about so much on the study tour, riverbed rehabilitation; collection separation and recycling of waste; water treatment and waste water treatment. All of which we are trying to attract investment for here in Kosovo." Enver Tahiri, Head of Chemical and Waste Division of the Department of Environmental Protection, Ministry of Environment and Spatial Planning



GIS Training

An intensive five-day GIS training course was delivered to staff of all the MuSPP Municipalities, which has enabled them to use this essential tool for managing data and planning.

Urban Government Index Training

In support of partner municipalities, MESP, MLGA and AKM, MuSPP organized a training workshop on the Urban Governance Index developed by UN-Habitat. The Index is being used at the global level to demonstrate the importance of good governance in achieving broad development objectives, whilst at the local level it helps to identify strengths of local government and areas of improvement crucial to improving the quality of governance. The workshop showed why and how to use the index as a benchmarking and monitoring tool to enhance performance standards for citizens.

Informal Settlements

MuSPP and OSCE supported MESP and the municipalities in the holding of a series of workshops, round-tables and conferences with the aim of launching an information campaign on informal settlements to identify informal settlements and engage the community. Recommendations for policy development were also provided.



Gender Mainstreaming Training

Gender Training is considered to be essential and has been included throughout the programme.

Several workshops and training were delivered and there was a session on gender equality and inclusion in every visioning workshop.



Turning Spaces into Places Training

This training provided theoretical concepts on place-making combined with practical examples developed in Kosovo and from international experiences through workshops developed in the municipalities. The most important outputs, however, were the identification of relevant spots which could be turned into more liveable places with concrete proposals on how this could be achieved and the participatory process giving room for discussion with relevant stakeholders and planning experts.

'Symbio City' Seminar and Training Workshop

The Symbio City Approach is a Conceptual framework for support to sustainable urban development in low and middle income countries based on participatory planning. The concept of Symbio City was introduced at a training session along with the sharing of local and regional experiences in promoting solutions contributing to sustainable development.



Support to Fellowship

Training on 'Integrated Approach for Upgrading Poor Urban Areas', Israel

Representatives of MESP and MuSPP went on a month's training course in Israel with the Weitz Centre for Development Studies which was financially supported by the Government of Israel, in 2011 on "Integrated Approach for Upgrading Poor Urban Areas".

Global Student Leadership And Enterprise Management Programme

*As an active woman of the Roma-Ashkali-Egyptian (RAE) community in Kosovo, I was given the chance to attend a 'Global Student Leadership and Enterprise Management Programme' at Manhattanville College in New York. My candidacy was submitted to **the organisers by MuSPP**. I am studying psychology; I am a member of local a NGO called 'Centre for International Integration', and a part of a working group within the Kosovo Government Strategy for Integration of Roma, Ashkali, and Egyptians.*

The six weeks programme gave me the confidence, skills and knowledge to become an agent of change in my country and to be an implementer of one of its visions, which is to create a worldwide network of young women serving as local leaders. The diversity of women in this programme gave me the chance to learn from international experiences and also best practices from the whole world, from Tanzania, Japan, Zimbabwe, Kenya, Romania, Brazil, Mexico, and Nigeria.

The knowledge that I gained on enterprise management and other important topics, is more than necessary to transform my community which is one of my aims for the future. I also hope that I will give a boost to advance democracy in my city, Gjakovë/Đakovica and my country in general.

Mimoza Gavrani,
Member of the NGO 'Centre for International Integration'

International Experiences to enrich Planning Processes in Kosovo

Study Tour to Slovenia, in 2007

Urbanisation and regeneration, recycling, the development and regulation of specific urban areas in the historic city centre and sustainable traffic systems, were amongst the issues about which the participants learned.



Study Tour to Sweden, in 2010

Participants were familiarized with the Swedish local government system, its function, roles and responsibilities. Particular emphasis was put on strategic spatial development, environmental planning and management issues and their relation to sustainable development.



The participants concluded that although Kosovo does not have the same level of resources and trained expertise at its disposal; many of the "best practices" which were observed should be considered and applied at the level appropriate in Kosovo.

Study Tour to Sweden, in 2011

The study tour was to enable the participants get more acquainted with the Swedish planning system and practical implementation of sustainable development principles.



Study Tour to Greece, in 2013

The participants learned from Greek experiences about Treating Informal Settlements, MuSPP bringing together housing and urban management specialists from Kosovo in Thessaloniki.

Study Tour to Estonia, in 2014



Participants met with members of the Estonian Parliament Environment Committee to discuss international cooperation and exchange of experiences in environmental protection and water and waste-water issues.



Visits were also paid to different green infrastructure, waste and wastewater management projects in three municipalities, with the aim of exemplifying sustainable tourism possibilities, waste management and traffic arrangements, biological purification plant renovation and river restoration projects in response to sustainable development challenges.

Planners from Rahovec/Orahovac were amongst them and they received much useful information, which would help them develop their own water and waste-water management plan.

Territorial Cohesion Conference in Amsterdam in June 2006 concerning the European Spatial Planning Perspective endorsed by the Lisbon Strategy 2000

MuSPP and MESP team who attended the conference presented the outcomes and made a set of recommendations for Kosovo.

Regional Conference on Good Urban Governance, in 2006

This conference was to present Good Governance tools and examples of Good Urban Governance practices from Kosovo and other countries of the region, in the context of planning, developing and revitalizing cities using sound practices.

Conference on Social Housing in Serbia held in Belgrade, in 2006

MESP and MuSPP staff attended a conference in Belgrade in 2006 which provided an opportunity to get acquainted with specific national policies addressing the housing needs of the low-income groups.

Regional Vienna Declaration Review Meetings, from 2006 to 2010

MuSPP has facilitated the regular attendance of Kosovo Institutions at Regional Vienna Declaration Review Meetings (see Informal Settlements). In 2010 the Integration of Informal Settlements was the main topic introduced to the review meeting and the Zatra Informal Settlement project was presented during the case study session.

ISOCARP Congresses

At the 42nd ISOCARP Congress in Istanbul two case studies on Mitrovicë/ Mitrovica were presented which illustrated the planning principles introduced by MuSPP and Kosovo was also represented at the 45th ISOCARP Congress 'Low Carbon Cities' in Porto Portugal in October 2009.

Networking between Central and Local Levels

MuSPP played an active role in facilitating exchange of experiences, networking amongst municipalities, and encouraging dialogue between central and local levels.

Mayors Retreat 26-29 March 2013, in Istanbul, Turkey

The aim of the retreat was to discuss the existing cooperation between MuSPP, MESP, AKM and partner municipalities and to assess the current progress in terms of policies and programmes. The retreat provided an opportunity to exchange experiences with the Turkish Association of Municipalities.

Retreat/Workshop for partner municipalities 19-20 March, 2014, in Ohrid, FYROM

Where are we? Where do we want to go, and how?

Local elections had taken place since the last Municipal Retreat and there were many new faces in the audience. The 12 MuSPP partner municipalities attended as well as municipalities of Zvečan/ Zvečan, Leposaviq/Leposavić, Mitrovicë/Mitrovica North and Zubin Potok. It was an opportunity for MuSPP to present the current state of play of the Programme and for MESP to introduce the new Spatial Planning Legal Framework. Beyond sharing experiences, the retreat offered an opportune step to further build and consolidate coordination and continued dialogue between the different levels of government on spatial planning related topics.

Conference on 'the State of Play of Municipal/Urban Development Planning', 2007

In 2007, MuSPP organised a conference with AKM and MESP to promote good practices and learn from the case studies in Pejë/Peć municipality for local and central government representatives and stakeholders.

Conference on 'Sustainable public Transport and Spatial Planning', 2007

MuSPP organised a Conference focused on backbone infrastructure and non-motorised transport in spatial planning for the Ministry of Transport and Post-Telecommunication (MTPT), MESP, and AKM.

MuSPP - The Reliable Advisor

Legal advice and support to all new legislation pertaining to spatial planning

In 2010, the Law on Spatial Planning was amended to include Special Protection Zones in MDPs and the Law on Strategic Environmental Assessment was enacted. MuSPP made a contribution to these legal processes. The new Law on Spatial Planning was adopted at the end of 2013. This Law sets out to simplify planning procedures. It is closely related to the new Law on Construction, which reached the statute book in 2012, and the Law on Treatment of Construction without Permits, which came into force in 2014. **MuSPP participated in the Environment, Agriculture, Forestry and Spatial Planning Parliamentary Functional Committee** which developed all three of these Laws. Throughout this process, MuSPP provided technical recommendations on the implementation of spatial plans which assisted in the formulation and content of the new Law.

Malishevë/Mališevo Pilot for MDP Administrative Instruction for Law on Spatial Planning of 2013

Activities are being introduced by MuSPP with the municipality planners in Malishevë/Mališevo on the testing of the MDP Administrative Instruction deriving from the Law on Spatial Planning of 2013. This is a pilot that will allow Malishevë/Mališevo to inform MESP about the practicalities of the process being drafted in the Administrative Instruction on MDP. The support is being provided through dedicated working groups composed of MESP officials, MuSPP, USAID and an EU-funded project on rural spatial planning.

The Malishevë/Mališevo MDP may become the first MDP aligned with the new legal framework on spatial planning.

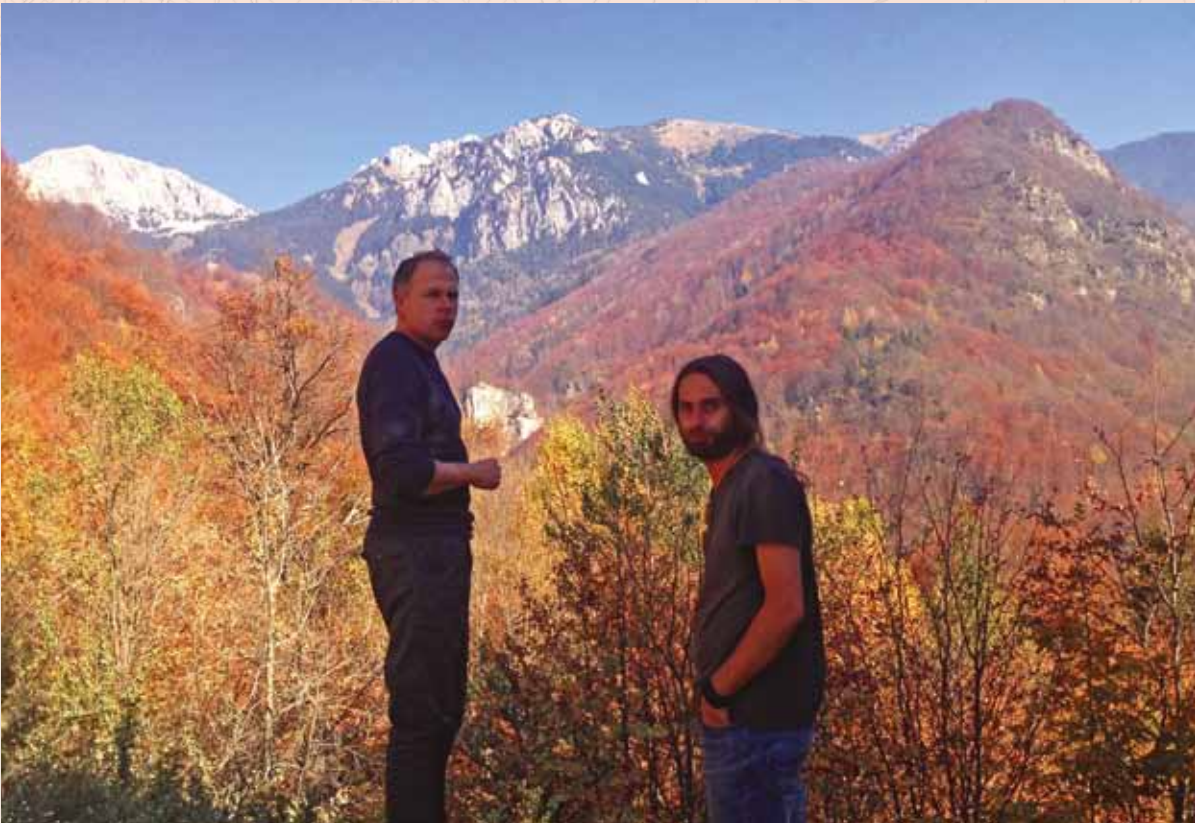
MDP Presentation in Malishevë/Mališevo



National Park spatial plan, strategic environmental assessment National Park "Bjeshkët e Nemuna (Accursed Mountains)"

MuSPP provided advisory services to the Institute of Spatial Planning in the process of drafting the Spatial Plan for the National Park 'Bjeshket e Nemuna'. Reconciling conservation and development requirements for this huge area was certainly a challenge. In that prospect, MuSPP brought into the process ad hoc expertise with a wealth of hands-on experience of spatial planning and management of a premier National Park. Significant inputs were provided towards the participatory approach to the spatial plan, the formulation of scenarios for the spatial development framework, zoning, and mapping of activities. Concrete examples were given about what works and what does not work. A series of workshops and roundtables were held with the municipal teams, the residents and businesses of the five municipalities within the park, as well as hikers, NGOs, and other interest groups. The Spatial Plan for the National

Park was also well-informed by the Rugova Valley Feasibility Study and the Strategic Environmental Assessment that were developed in parallel by MuSPP, which respectively provided relevant and concrete orientations for development and environmental protection measures.



Informal Settlements

Informal settlements are a difficult issue not peculiar to Kosovo. However, defining what constitutes an informal settlement can differ from country to country. UN-Habitat has supported MESP in all its efforts to start tackling this problem both before and throughout MuSPP. Informal Settlements are human settlements which do not provide their inhabitants the opportunity for enjoying their rights to an adequate standard of living. An informal settlement is characterised as one which is unplanned, with informal or insecure property tenure and inadequate or non-participation in government. This results in a lack of basic services, registration, and infrastructure. It also leads to the vulnerability of discrimination for the residents¹.

¹ As per definition within the Law N°03/L-106 amending the Law on Spatial Planning, N°2003/14

In 2005, **Kosovo signed the Vienna Declaration on Informal Settlements**, which calls for both the prevention of new informal settlements and the regularisation of the existing ones. The prevention and regularisation of informal settlements was also included in the Kosovo Standards Implementation Plan (KSIP) and in its successor, the European Partnership Action Plan (EPAP). The issue of informal settlements is also an important part of Kosovo's progress towards meeting the Millennium Development Goals. Of particular importance are special measures to address the needs of Kosovo Roma, Ashkali and Egyptians living in informal settlements, who have sometimes been displaced as a consequence of the conflict.

Suzana Goranci, Head of the Spatial Planning Division, Ministry of Environment and Spatial Planning has been championing the improvement of Informal Settlements for many years. Having formerly worked as Planner in Gjakova/Đakovica, Suzana has seen the changes MuSPP have made from the very beginning. *“UN-Habitat has introduced a new way of thinking and helped us to identify strategic priorities for MDPs. All local actors are now involved and there must be consultation on all plans at every level. I have worked with MuSPP on all the activities to improve Informal Settlements. I lead the Informal Settlements Working Group composed of consultants and representatives of MESP, AKM, OSCE, and MuSPP. I supported Kosovo's signing of the Vienna Declaration and have represented Kosovo at Vienna Declaration Review Meetings; I have been to conferences in Nairobi and Thessaloniki on Informal Settlements and the World Urban Forum in Vancouver. All this experience on Informal Settlement issues means I have been able to play a major role in the conception of guidelines, brochures and leaflets on Informal Settlements which MESP has produced and am pleased that the first CIP has now been completed in the Zatra Informal Settlement in Pejë/Peć.”*



As early as November 2006, MuSPP Kosovo organised a workshop on “Urban Upgrading and Regularisation of Informal Settlements,” jointly with MESP and OSCE. MuSPP prepared a discussion paper entitled “Improvement of Informal Settlements”. This paper identifies the existing legal provisions to tackle the issue of Informal Settlements in Kosovo. It also explores potential models for spatial interventions regarding Informal Settlements. As a follow-up of the workshop, a joint paper was prepared with recommendations to the Government of Kosovo, to the Municipalities and the Inhabitants of Informal Settlements.

A Working Group on Informal Settlements was established with MESP, MuSPP, and OSCE as main players in September 2007 to initiate a broad and integrated discussion process leading to the formulation of a “National Strategy and Action Plan on Informal Settlements”. MuSPP continued to advise MESP and in 2013, facilitated the attendance of MESP Departments of Spatial Planning and Housing representatives and MuSPP municipalities in a study tour on Informal Settlements in Thessaloniki, Greece.

The Government of Kosovo has developed policy measures focusing on integrating the 174 identified Informal settlements in Kosovo into the formal spatial planning system, aiming at the complete regularisation of informal settlements by the year 2015, as agreed to in the Vienna Declaration. This process is also included in a structural reform process designed to lead the Western Balkans towards ultimate accession to the European Union.

MuSPP facilitates First Capital Investment Project for an Informal Settlement in Pejë/Peć

Zatra was identified as one of the informal settlements and priority project in the municipality of Pejë/ Peć according to the Municipal Development Plan (MDP) and Urban Development Plan (UDP).

Informal Housing History *Since the 1920s, the properties in this area were a mixture of private, state-owned properties, and socially owned enterprises. The private properties in this area mostly belonged to the Serb community. The changing of ownerships began after the World War II, when Albanians bought these properties. The construction began in the 1950s with individual houses in large properties where constructions were made without permits. During the 1970s, there was an expansion of change of owners from Serbs to Albanians and usurpation of public properties. The Zatra Informal Settlement is next to a former Yugoslavian military base, and for many years, the area was empty.*

The action plan integrated in Zatra's Urban Regulatory Plan (URP, 2011) foresaw four roads to be constructed and Zatra's Green Boulevard is one of the proposed roads in the URP for Zatra Informal Settlement. The Green Boulevard in Zatra is a section composing the green trail connecting to the centre of Pejë/ Peć through walking and cycling trails along the city park, passing through Zatra neighbourhood, along the riverside opposite Pejë/ Peć Patriarchate and connecting to the Rugova Valley and National Park green path. Zatra's Green Boulevard further reinforces Pejë/ Peć's green path, which in itself is part of the Peaks of the Balkans cross-border project on alternative tourism promotion.

Location of the Zatra Green Boulevard Project

Getting to know the people and gaining their trust: The NGO Syri i Vizionit (Eye of the Vision) which was seen as a neutral organisation has, in partnership with the municipality of Pejë/Peć, and the MUSPP office in Pejë/Peć, facilitated communication with the residents of the settlement. *'The first task was to create relationships with the community and give people the opportunity to participate in the planning of improvements in the settlement.*

Syri i Vizionit discussed the plans to families to build trust, explaining that their houses could be legalised, that they would then have more access to schools and public services. Neighbourhood meetings were arranged, small maps were drawn, advantages and disadvantages considered, and compromises were reached. We created something that could become a reality. We worked together with MuSPP on the different zones in this integrated process'. Executive Director, Veton Mujaj, explained:



- *Information meetings were held with residents of Zatra to discuss the needs and concerns of the people, and how these concerns and suggestions could be incorporated in the URP, so that they are included in the long-term perspective.*
- *Assessment of the situation through SWOT analysis led to changes that were done in the workshop, where selected subject themes were housing, environment, infrastructure, employment, economic development, sports, tourism, etc. Outcomes of this analysis were used following the development of the urban plan.*
- *Specific questionnaires were developed for data collection in each of 350 households in this locality. Data collected in the questionnaires was organised and entered into the municipal data base.*

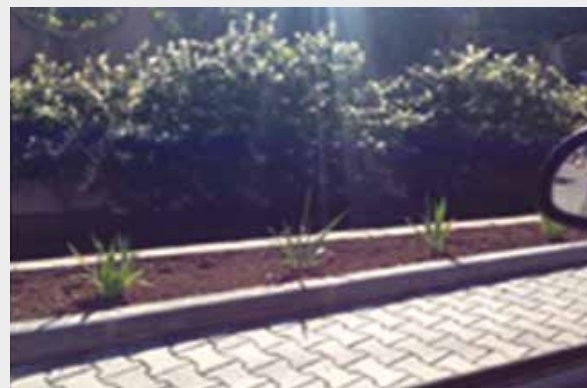


Modest Gashi from Department of Urbanism of the Pejë/ Peć municipality explained what this project meant for Zatra.



'With this project some of the aims for the regularisation of Zatra informal settlement were fulfilled. This area has been improved with all the elements designed in this CIP. The neighbourhood has significantly improved. It is now integrated in the urban system and has a new road infrastructure. The area has also improved connectivity and basic urban services such as sewerage. Its image has changed with the greenery incorporated and the safety of children and all other residents has increased.'

Zatra Before and After



MuSPP Producing Guidelines

MuSPP has produced guidelines for all the main aspects of spatial planning. Some of them have been delivered at workshops devoted to the particular issue. Now the guidelines are being compiled into the MuSPP Toolbox, which can be used by Kosovans on an ongoing basis, and is also relevant to international audiences.

The **'MuSPP Toolbox: My Companion for Self Sufficiency'** is intended to enable local and central level decision-makers, NGOs and representatives of the local communities to further acquaint themselves with a variety of methodologies most appropriate to their development contexts in support to spatial planning processes.

Selected guidance is described below.

Handbook on Visioning

The handbook provides a better understanding of the role and process of visioning as a participatory planning tool. The handbook explores in-depth the notion of 'community-visioning' with a set of principles, instruments and guidelines, mainly based on international literature and best-practice experiences. It describes different ways and steps to set-up a visioning exercise or workshop, including cutting edge methods and techniques with proven results. The document also presents the practice of visioning in Kosovo by exploring the results and indirect implications for planning authorities and beneficiaries, ultimately drawing lessons to be learned on the 'why, how, and what, for which results?'



Guidelines for Gender Mainstreaming in Spatial Planning

The guidelines promote a gender mainstreaming approach in spatial planning practice in the form of a step-by-step approach for municipalities. In a flexible and non-prescriptive manner, the guidelines describe and illustrate the different ways and stages to incorporate gender perspective in planning processes in terms of policy and operational perspectives. The guidelines also present examples with case studies from Kosovo municipalities and depict some lessons learned, based on which a set of recommendations for gender mainstreaming is outlined. The guidelines demonstrate practically why and how to involve women and girls as well as men and boys for further inclusiveness, local democracy, and transparency as a key for responsive policy and project making.



Guidelines for Public Participation in Spatial Planning

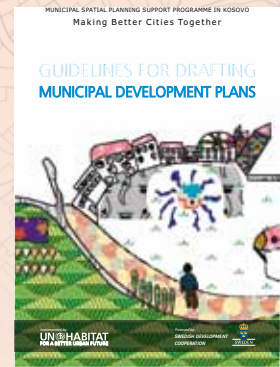
The guidelines on the involvement of civil society in the spatial planning process are intended primarily for the members of central and local level governmental bodies who will be directly involved in the process of drafting spatial planning documents in a participatory, inclusive, and gender-sensitive manner. They are also intended to enhance the knowledge and capacities of those working in the field of urban governance and city planning by improving and helping to institutionalise such participatory approaches.

The guidelines can also serve as a source of information for other stakeholders. They are part of a broader document which deals with legal requirements of the spatial planning documents as stipulated in the Law on Spatial Planning and accompanying by-laws. The intention is to make these guidelines as practical as possible, but also to present some background theory which may be useful for those who have not had an earlier opportunity to work on public participation issues.



Guidelines for Drafting Municipal Development Plans

The guidelines provide guidance on drafting, implementing and monitoring Municipal Development Plan (MDP) in the light of the new Law on Spatial Planning of 2013. They were developed as an orientation for Kosovo municipalities, based on MuSPP's support and experience with partner municipalities and their specific contexts. The document sets in detail the methodology for drafting MDPs in Kosovo, and a number of recommendations and ideas on how MDPs should reflect on all the sectors and cross-cutting issues. MDPs are essential documents for shaping the future development and management of Kosovo territories. As such, the guidelines will go a long way in providing the much needed directions for the drafting of all MDP phases, including implementation, monitoring, and assessment.



Guidelines for Drafting Strategic Environmental Assessment

These guidelines are the result of the experience of MuSPP in Kosovo in supporting spatial and environmental planning processes. They aim to assist central and local governments by providing recommendations for the implementation of Strategic Environmental Assessment (SEA) in Kosovo, following the adoption of the 2001 SEA European Union Directive into Kosovo's legislation, particularly regarding spatial planning processes.

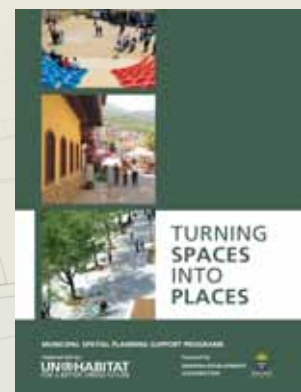
This guidance is arranged in a way that will encourage users to consider the environmental impacts of plans and programmes in specific spatial planning contexts. Findings from the first SEA processes in Kosovo have set the basis for the guidelines and should offer lessons relevant to other communities, both in Kosovo and the Balkan region, as they consider different options for environmental planning and integrated development planning. Further to the plan evaluation, the environmental assessment in the context of Kosovo should offer opportunities to raise awareness to environmental considerations in planning. It should also encompass a range of monitoring and mitigation measures to be further developed by the municipalities when implementing their local development plans as part of an integrated approach to effective sustainable development planning.

A Guide to Managing Capital Investment Projects: 'Lessons learned from MuSPP'

CIPs are an important area of MuSPP support. They are a tangible asset resulting from the spatial planning processes. Notably, a lot has been done in terms of place-making. This guide, is based on MuSPP's lessons learned and aims to provide a set of practical advice for the CIP cycle. The CIPs' identification, design, implementation, and maintenance are a complex process involving not only the municipal staff but also the business community, other governmental and non-governmental organisations, as well as civil society. This step-by-step guide contains useful and practical information on roles and responsibilities of all the stakeholders during the process, on methodological tools and chronological tasks, as well as related check-lists to make a CIP happen from A to Z. Some case studies in MuSPP partner municipalities bring an additional perspective in demonstrating the success of this process.

Turning Spaces into Places - Handbook

As a complement to 'A Guide to Managing Capital Investment Projects', this handbook outlines key underlying design characteristics of 'good public places', by introducing some global concepts and local examples. It also certainly aims to stimulate discussions, ideas, collective thinking and raise awareness amongst decision-makers about place-making versus space-maintaining. The handbook clearly explains what place-making is, and above all how place-making impacts people's life and how it can be achieved. The handbook develops some design principles and techniques and contains vibrant and inspiring examples triggered from CIPs implemented in MuSPP partner municipalities.



MuSPP Working with Partners

MuSPP has worked with many partners, coordinating on projects and advising on law drafting and implementation.

Friedrich Ebert Stiftung (FES)

The Friedrich Ebert Stiftung (FES) is an independent NGO that promotes social democracy. The NGO which operates in ninety countries has an office in Kosovo.



Besa Luzha is the Programme Coordinator for FES in Kosovo and she explained her experiences working with MuSPP. At first she was sceptical that the planners would accept new ways of working and that you could get the community involved. The key element in participatory planning is the participation of people from all parts of the community. Besa attended the first visioning workshop in Skopje in 2007 and FES has been supporting MuSPP efforts ever since, sometimes financially, and often encouraging people from civil society to participate in planning events, both in workshops and follow-up round tables, as well as events for mayors and ministry staff. FES supported a Gender Training Workshop which was towards the

formulation of Gender Guidelines that was held in Durrës, Albania as well as gender roundtables to which all Kosovo municipalities were invited.

When asked about the impact MuSPP has made to date, she replied:

“Seeing people working with such enthusiasm over the five days of a visioning workshop, showing their needs and making concrete suggestions, sometimes discussing for two hours one road or one school, in order to make their wish list of what should be fitted into the space, was impressive.”

*In politically sensitive Mitrovicë/ Mitrovica, MuSPP brought both North and South together, and they forgot about their differences and enthusiastically made one plan. The Gender participation workshops impacted the inclusion of women, their voices were heard and they had their say in the planning process. This only happened because of MuSPP’s participatory approach. Democracy in local government is important. **This is democracy in local government working!**”*

Cultural Heritage without Borders (CHwB)

Together with CHwB, MuSPP has supported the Annual Tour de Culture which has mobilised thousands of people to go to cultural sites throughout Kosovo (See Tour de Culture). CHwB was also one of the partners who worked on the first in-house MDP in the municipality of Junik.

Sali Shoshi, Head of the CHwB Mission in Kosovo was impressed as to how MuSPP’s guidance and training enabled Ferdane Tofaj, who attended the Junik visioning workshop, to have the confidence to present the Junik MDP at a Vienna Conference. He explained, *“She has learned how important ongoing restoration is to cultural heritage”*.

CHwB worked with FES on MuSPP’s Envisioning Conference and have made MuSPP’s participatory approach integral in the seven municipalities in which they are now working. All have Local Heritage Forums organised with an inclusive participatory approach and public consultation exercises, which gave all stakeholders 30 days to make comments. Mr Shoshi believes that the visioning workshops have made an important impact and that MuSPP does not just bring the community but also partners together, thereby creating a certain synergy. *“Planners used to learn how to draw, MuSPP has taught them how to plan,”* he said.

UN-Habitat’s other Major Partners

Other major partners who have worked on many projects with MuSPP are the **Association of Kosovo Municipalities (AKM)**, the **European Union**, **USAID**, particularly on drafting and commenting on Laws. Joint ventures have been arranged with **OSCE (Organization for Security and Co-operation in Europe)**, particularly on informal settlements, the **Regional Environmental Centre (REC)**, and the **Network of Associations of Local Authorities of South-East Europe (NALAS)**.

MuSPP's Outreach Activities

Tour de Culture



Tour de Culture
photo© Cultural Heritage without Borders (CHwB)

From 2008 and until 2013, Cultural Heritage without Borders (CHwB) and MuSPP have organised Tour de Culture. Hundreds take part in the event and even more spectated. The Tour de Culture is the only non-competitive cycling and recreational activity in Kosovo open to all, professionals and amateurs, the young and the old, men and women. This annual event has become a traditional and attention-grasping activity in Kosovo while revealing corners of Kosovo. This was achieved by the increasing number of enthusiastic participants every year and great support from the local and international institutions, as well as local businesses and media.

2009



2010



2011



2012



This unique activity in Kosovo consists of synergies arising from principles of the European Heritage Days and European Mobility Week, which is celebrated all over Europe during September.

'WE CYCLE FOR...

Promotion of our common natural and cultural heritage

Promotion of non-motorised transport for more efficient mobility for all

Promotion of environmental protection'

Tour de Culture
photo© Cultural Heritage without Borders (CHwB)



Celebrating World Habitat Day

The United Nations has designated the first Monday of October of every year as World Habitat Day (WHD). The purpose of World Habitat Day is to reflect on the state of towns and cities. Each year, World Habitat Day takes on a new theme chosen based on current issues and emerging trends relevant to the Habitat Agenda.

In that spirit, MuSPP organised specific outreach events on that occasion. Below are some examples of WHD events held in Kosovo that involved all, leaders and citizens, to shape the future of their cities and villages.

World Habitat Day 2006

In October 2006 the main events were drawing competitions:

In Pejë/Peć local school children participated in a **hands-on workshop** on environment.



World Habitat Day in Gjilan/ Gnjilane was celebrated with a **drawing contest for local school children around the theme of World Habitat Day: "Cities-magnets of hope"**.

World Habitat Day 2007

The theme of the year was the **'A Safe City is a Just City'**.

In **Gjilan/Gnjilane**, a public debate was held about the importance of safety in the city. In **Prizren/Prizren** the event gave the opportunity for disabled citizens and pupils to express their ideas on current and future challenges in the living environment and how they saw safety issues in their city. In **Gjakovë/Đakovica**, there was a discussion on the results of an opinion poll on safety in public places and in **Pejë/Peć**, a consultation meeting of the Mobility Stakeholder Group was held.



World Habitat Day 2007 in Gjakovë/Đakovica and Prizren/Prizren.



World Habitat Day 2011

The day was marked by a Roundtable Meeting for central and local governments in Kosovo, to discuss the issue of 'Cities and Climate Change' with leaders experts and relevant professionals.

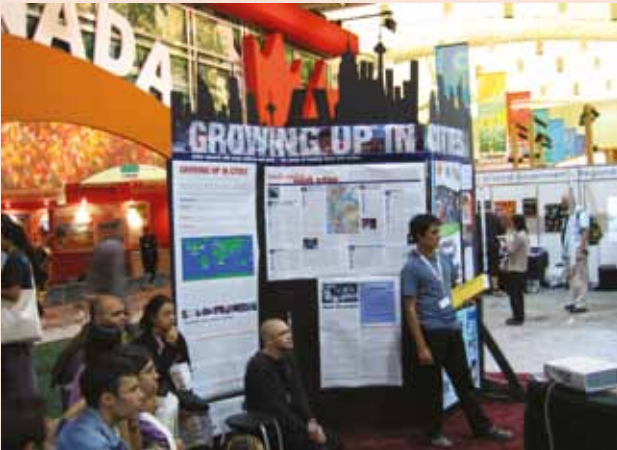
World Habitat Day 2013

On this occasion, MuSPP together with the MESP, joined forces to celebrate World Habitat Day and organised a seminar under the topic **'Kosovo Cities in Transition: towards a second generation of municipal plans'**. The seminar aimed at discussing the implementation, monitoring and overall assessment of the achievements of the municipal planning process in Kosovo in the perspective of the implementation of the new Law on Spatial Planning, which came into force in 2013. The seminar and debate on Post-MDP and new generation of spatial plans for Kosovo municipalities also included experiences from the region.

World Urban Forum

In order to reach the world wide audience, MuSPP and MESP have presented Spatial Planning activities in Kosovo at World Urban Forums (WUFs). Held every two years, the Forum examines rapid urbanisation and its impacts on communities, cities, economies and policies.

MuSPP at WUF 2006, in Vancouver, Canada



Kosovo's Urban Growth and Environment was presented to the WUF participants by a MuSPP officer. It was concluded that all urban players needed to work harder to solve urban problems and challenges, and that risk taking and innovations must characterise local governance. The importance of transparency and accountability were emphasised. Most importantly, it was highlighted that partnerships and relationships needed to be built with the community, so that problems could be solved together.

MuSPP at WUF 2012, in Naples, Italy



The Forum focused on various issues related to the central theme of the session, 'The Urban Future' and was conceived as a platform where various segments of society could discuss, learn, practice, agree on, and disagree on different ways to build a more prosperous urban future for cities.

Representatives of CHwB and MuSPP presented experiences from Kosovo on how its post-conflict society is dealing with planning and cultural heritage, which was attended by WUF participants from all over the world. Almost 8,000 people attended the Forum in this year.

The Way Forward

To **ensure the sustainability** of MuSPP's achievements...

- The introduction of **Participatory Spatial Planning to all MuSPP Municipalities, particularly the use of the Visioning Toolkit** to help planners include all sectors of Society in the planning process, particularly **women via gender mainstreaming, minorities, children and people with disabilities**.
- The introduction of **full time on-the-job assistance** to assist municipal planners to produce MDPs **'In-house'**, which has resulted to enhanced spatial planning capacities.
- The development of **MDPs and SEAs in MuSPP Municipalities**, the delivery of **training on GIS** and **testing of practicalities** for the MDP Administrative Instruction of the Law on Spatial Planning of 2013.
- The **implementation** of practical, **inclusive capital investment projects, using local people's ideas to bring to life the strategic priorities of the MDP**.
- The establishment of a **responsive working environment** based on a **two-way communication link between ministries and municipalities**, thereby creating the opportunity for the central institutions to have greater capacity to support the municipalities.
- The production of **relevant guidelines and publications** that serve as the basis for the MuSPP Toolbox which will be a lasting **legacy of MuSPP to date**.

... and provide guidance **accessible for all Kosovo** municipalities, MuSPP has developed a Toolbox based on the programme's established methodologies and successes: the **'MuSPP Toolbox: my companion for self-sufficiency'**

What is the MuSPP Toolbox?

The MuSPP Toolbox is a collection of instruments based on the programme's established years of experience within the Kosovo context, containing handbooks, guidelines associated with best practices and case studies, project management tools and terms of reference. It is a resource for institutions undertaking spatial and environmental planning and management processes.

What is the purpose of the Toolbox?

The purpose of the MuSPP Toolbox is to enable municipal planners to undertake spatial planning activities through in-house and participatory planning processes and innovative spatial planning techniques. It provides community groups and stakeholders with better understanding of their role and level of contribution expected during the planning process. The Toolbox serves as a means for MuSPP knowledge transfer, resulting in wide range of stakeholders being familiarised with spatial planning issues.

Who is the Toolbox For?

The Toolbox will be of use to all those involved in the spatial planning process including governmental institutions at the central and local level, both political leadership and technical staff, non-governmental organisations, universities, the private sector (small and medium sized enterprises), professional associations, civil society, persons with special needs, minority groups, and young people.

What is in the Toolbox?

The Toolbox focuses on five areas, each containing guidance on specific aspects of spatial planning.

- **Participatory and Inclusive Approaches in Spatial Planning**, which concentrates on Visioning, Gender Mainstreaming and Public Participation.
- **Spatial Planning and Management**, which covers the drafting, development and implementation of Municipal Development Plans.
- **Sectoral Planning-Housing**, which gives the details of a specific Housing Profile case study in the municipality of Gjilan/ Gnjilane, as well as a guidance note on drafting a 'Municipal Housing Profile.'
- **Environmental Planning and Management**, which contains a wide range of information on Strategic Environmental Assessment and Local Solid Waste Management Planning.
- **Capital Investments Projects**, which gives guidance on managing and implementing CIPs to ensure good public place-making.

The MuSPP Team have compiled the '**MuSPP Toolbox: My Companion for Self-Sufficiency**' to help the implementation of new planning processes to continue smoothly. It is intended to be of **use to all 38 Kosovo Municipalities**, so that all municipalities are 'on board for the rest of the journey'.

Enjoy the journey... For a Better Urban Future!



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