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PROGRAM SVEOBUH VATNOG RAZVOJA



Workshop Report Regional Visioning Workshop

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Regional Visioning Workshop Report

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List of acronyms

CSO	Civil Society Organization
EE	Energy Efficiency
GIS	Geographic Information System
ICT	Information and communications technology
IDPs	Internally displaced persons
IPA	Instrument for Pre-Accession Assistance
ISP	Institute for Spatial Planning
IT	Information Technology
KCA	Kosovo Cadastral Agency
KEPA	Kosovo Environmental Protection Agency
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MDP	Municipal Development Plan
MESP	Ministry of Environment and Spatial Planning
MLGA	Ministry of Local Government Administration
MoU	Memorandum of Understanding
MZM	Municipal Zoning Map
OSCE	Organization for Security and Co-operation in Europe
RAE	Roma, Ashkali and Egyptian (communities)
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SME	Small and medium-sized enterprises
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
ZMK	Zoning Map of Kosovo



Executive summary

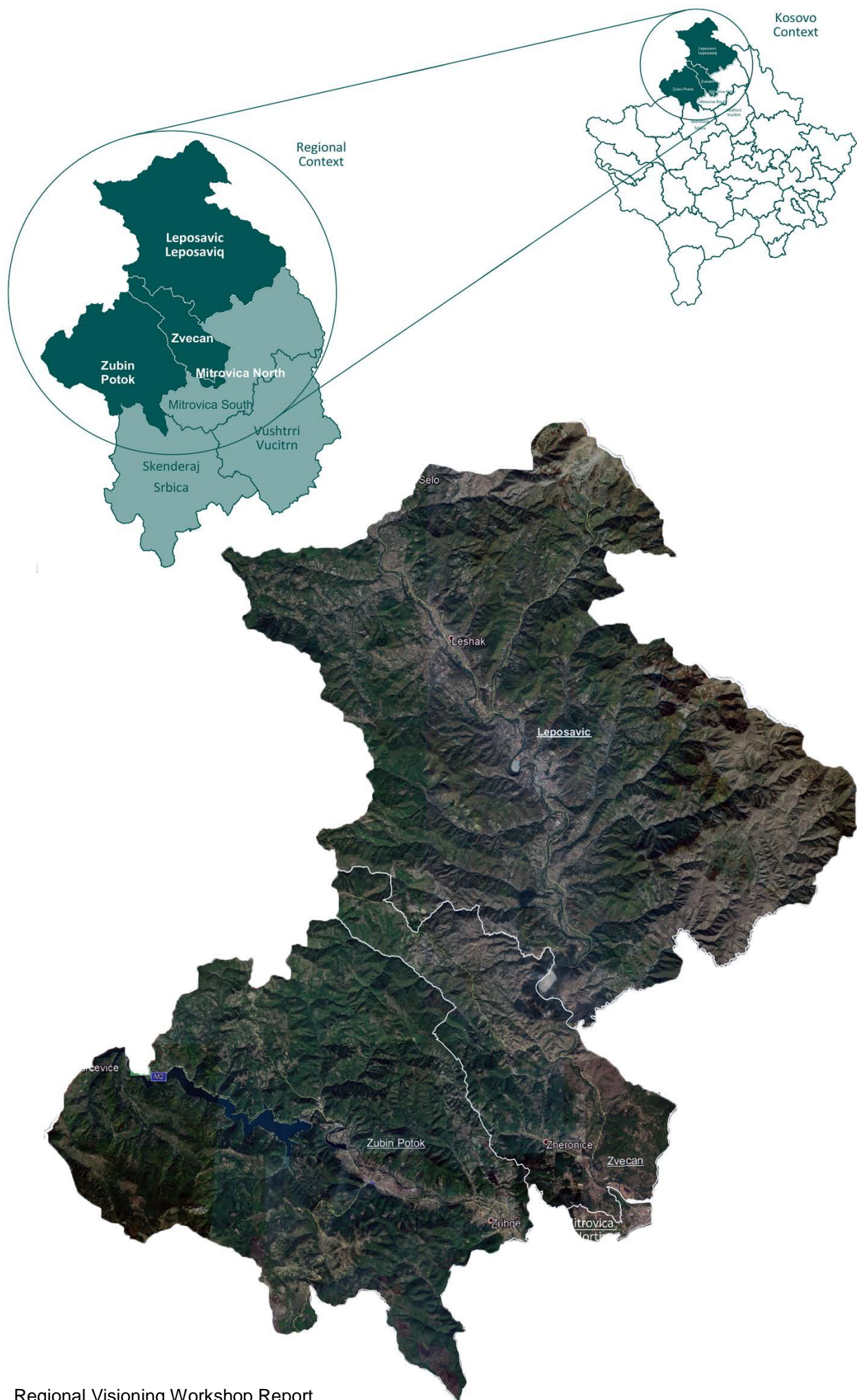
Within the Inclusive Development Programme,¹ jointly implemented by the UN-Habitat, PAX and the Community Building Mitrovica (CBM), supported by the Swedish International Development Cooperation Agency (SIDA), a Regional Visioning Workshop (RVW) was organized with the four partner municipalities of Mitrovica North, Zvecan, Zubin Potok and Leposavic/ Leposaviq. The *'Thinking about Today for Envisioning Tomorrow'* workshop motto undertook the stakeholders' short, medium and long term ideas for spatial development and organization as a basis for the formulation of the comprehensive regional development framework, and ultimately a foundation for devising the local spatial planning documents.

The RVW was organized in Ohrid, North Macedonia from 14th to 18th of April, 2019, prior to starting the process of the formulation of the Municipal profile and Situation analysis chapters of the Municipal Development Plans (MDP's) in the partner municipalities. The five-day workshop was delivered through application of a variety of tools and techniques, aiming towards an in-depth exploration of the notion of institutional and community visioning building upon a set of principles, instruments and guidelines, triggered from well-established local and international best-practices. During the workshop, a set of methods were applied as a means for brainstorming/ generating fit-for-purpose ideas, in support of envisioning regional development, encompassing beyond the partner administrative boundaries of municipalities of Mitrovica North, Zvecan, Zubin Potok and Leposavic/ Leposaviq. The RVW laid out the ground for planned approach towards protecting and conserving the natural resources and the environment, conserving/ restoring the cultural heritage, enhancing the social welfare, developing infrastructure, as well as establishing a business enabling climate.

Furthermore, the RVW aspired at fostering inter-municipal and inter-institutional cooperation by enabling professional peer-to-peer learning and exchange between the partner municipalities, and among the government institutions at the local and central level. In this regard, besides the four northern municipalities, guest municipalities of Gracanica and Kamenica have also participated, and contributed in the workshop, by providing their counterparts with hands on experience and by co-facilitating the visioning process. In addition, the Ministry of Environment and Spatial Planning (MESP), the Ministry of Local Government Administration (MLGA), and civil society organization (CSO) representatives from each of the partner municipalities have participated in the workshop as well. Inclusion of local and regional CSOs has contributed in awareness rising on the importance and on the role CSOs have in decision making processes.

The outcomes of the Regional Visioning Workshop are a result of joint work among the local government institutions, central government institutions, and CSOs, and have contributed towards envisioning shared regional development orientations towards future sustainable development (through their respective local visioning activities and development plans), as well as have strengthened inter-municipal and inter-institutional cooperation.

¹ Inclusive Development Programme aims to provide a strategic, comprehensive package of support to build municipal planning and management capacities, strengthen the social contract and social cohesion, and enhance coordination within a framework of inter-municipal cooperation and multi-level governance with a view to foster inclusive development and good governance in northern Kosovo. This project has been developed at the request of the Kosovo Government and is financed by the Swedish Development Cooperation Agency (SIDA). It is implemented in cooperation with the MESP, the MLGA, as well as concerned local authorities in the seven municipalities in northern Kosovo.



Our achievements at a glance

The main product of the Regional Visioning Workshop was development of a joint regional vision for the municipalities of Mitrovica North, Zvečan, Zubin Potok and Leposavić/ Leposaviq in the northern Kosovo region based on their shared assets, values, needs, priorities, as well as implementation feasibility. At the same time, the workshop aimed to articulate and increase inter-municipal cooperation in overcoming potential risks and challenges hindering their spatial and socio-economic development. As such, throughout the workshop exercises, participants identified main regional assets, challenges and opportunities, and developed visions, goals and strategies for the most potential fields/areas for regional development.

The main identified assets (further elaborated in section 4.2.3.) within the region include the good geographic position, rich natural resources, favorable climate conditions for agricultural development, undisturbed ecosystems, rich cultural heritage, high human capital and education opportunities, and industry. Whereas, regional challenges (section 4.2.3.) comprise the loss of agricultural land, inadequate transportation infrastructure and maintenance, inadequate management of forests and waste, environmental pollution, lack of synchronization of human capital with market demands, and migration of population to other regions (especially the youth). On the other hand, identified opportunities (section 4.2.4.) for the region include protection and better management of natural resources (including water, forests and agricultural land), improvement of the environmental quality (treatment of riverbeds and solid waste, wastewater management, prohibition of forest cutting) and minimization of land, air and water pollution, support to industrial and agricultural development, improvement of touristic infrastructure and promotion of rural tourism, improvement of transportation infrastructure and services, improvement of educational quality, reduction of unemployment (supporting SMEs and youth startups), development of social housing strategies, and implementation of joint inter-municipal projects.

Based on these findings, the prioritized areas for potential development were considered economy, environment, social aspect/matters, and transport (sections 4.2.5. and 4.2.6.). Respective goals of these fields aimed at creating a region “recognized for its quality environment and cultural and historical heritage, socially regulated, with developed infrastructure, efficient institutions, and sustainable economic development”, which is the Regional Vision Statement. A well-coordinated regional development contributes towards a sustainable environmental, economic and social development, and benefits the communities in having better resource management, less suburban sprawl, better transit, reduced transportation costs, and improved air quality and public health.

This regional vision will serve as a base for further strategic planning for the northern Kosovo region and as guidance for municipalities’ spatial, economic and social development.

1. Introduction

The Inclusive Development Programme is supporting the seven northern municipalities of Leposavic/Leposaviq, Mitrovica South, Mitrovica North, Zubin Potok, Zvecan, Skenderaj/Srbica and Vushtrri/Vucitrn in drafting their respective spatial planning documents (Municipal Development Plans – MDPs and Municipal Zoning Maps – MZMs), in line with the new legal framework requirements,² which will contribute towards their development and integration. To this point, municipalities of Skenderaj/Srbica and Vushtrri/Vucitrn have already finished their new respective MDPs and are drafting their MZMs. The Municipality of Mitrovica South³ has conducted an evaluation of the previous MDP for the Municipality of Mitrovica⁴ to assess its data content and objectives' implementation on the ground, and is currently in the process of drafting its new MDP (UN-Habitat, 2018). Whereas, the municipalities of Mitrovica North, Zvecan, Zubin Potok and Leposaviq/Leposavic are in the beginning of the process of drafting their respective MDPs. So far, they have assessed the spatial planning legal framework, principles, regulations and strategies, have gathered data from the ground (i.e. physical geography, cultural heritage, environment and disasters, investment capacities, population dynamics, infrastructure, etc.) and are in the process of formulating their respective Municipal Profiles.

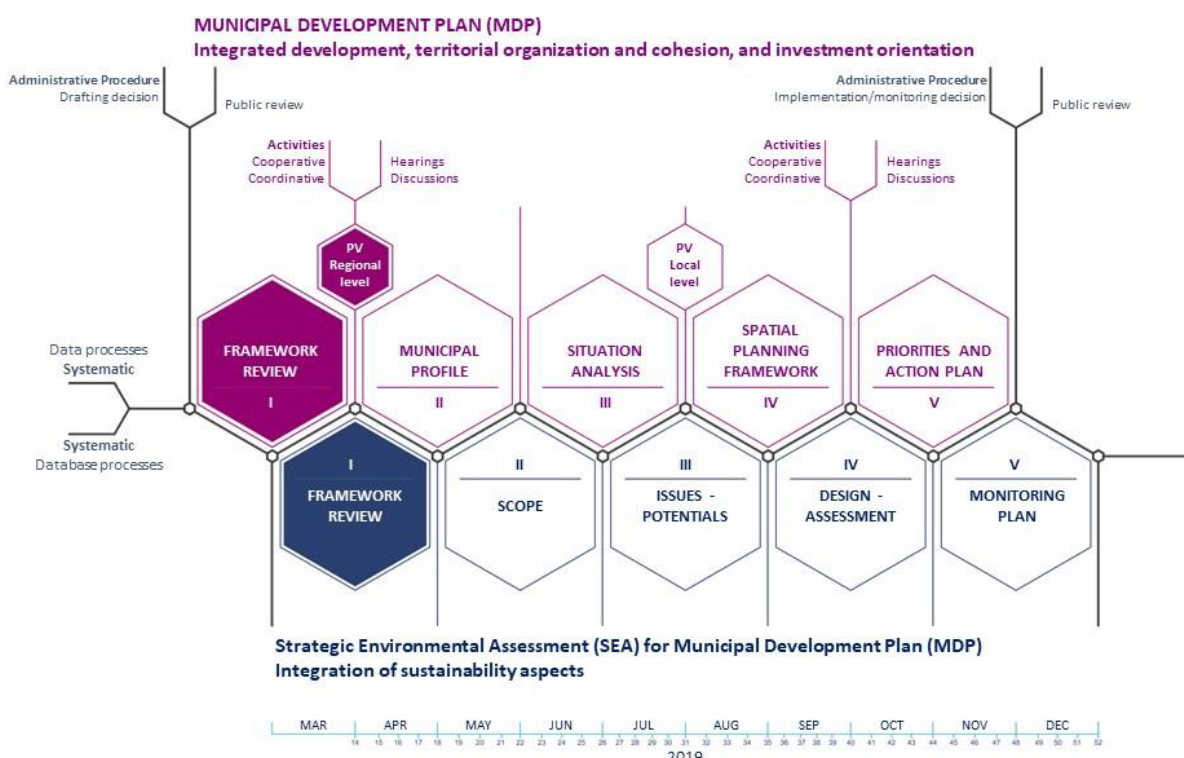


Figure 1. The process where the northern municipalities stand in terms of drafting their MDPs

² Spatial planning processes in Kosovo are based upon the Law No. 04/L-174 on Spatial Planning, which was enforced in year 2013. This law provides a new spatial planning system for Kosovo and its municipalities, which requires more detailed and strategic planning and introduces zoning as new normative practice in Kosovo.

³ Division of the Municipality of Mitrovica into the Municipality of Mitrovica South and Municipality of Mitrovica North happened in the year 2013, as a result of the decentralization process in Kosovo and entry into force of the new Law No. 03/L-040 on Local Self Governance and the Law No. 03/L-041 on Administrative Municipal Boundaries in year 2008 (UN-Habitat, 2018).

⁴ The MDP of the Municipality of Mitrovica was drafted in 2009 and included the territories of both current municipalities of Mitrovica South and Mitrovica North (UN-Habitat, 2018).

After preparing their respective Municipal Profiles, municipalities assess their current conditions and trends and project potential future changes (i.e. demographic changes, economic development, etc.). Once the current condition is clearly understood, municipalities envision and plan their respective development scenarios for the future.

However, before planning locally, it is important to understand the regional context and plan in accordance with neighboring entities. As neighboring municipalities, Mitrovica North, Zvecan, Zubin Potok and Leposavic/Leposaviq share with each other natural values (mountains, water bodies, agricultural lands), transportation lines (roads and railways), educational and healthcare services, employment opportunities, but also similar challenges regarding environmental, water, land and air pollution. A well-coordinated regional development contributes towards a sustainable environmental, economic and social development, and benefits the communities in having better resource management, less suburban sprawl, better transit, reduced transportation costs, and improved air quality and public health.

In this regard, UN-Habitat, CBM and PAX organized a Regional Visioning Workshop for the four municipalities undergoing the MDP formulation process. The workshop brought together people of different backgrounds and representing entities within the northern Kosovo region, and introduced them with the set of tools and mechanism needed to envision a better future for their region. Participants included representatives of the local authorities from Mitrovica North, Zvecan, Zubin Potok and Leposavic, guest authorities from municipalities of Kamenica and Gracanica, central government authorities (including MESP and MLGA), as well as civil society representatives. Since visioning and planning are multi-sectoral process, the organizers have requested that local government authorities and non-governmental organizations from the four northern municipalities identify and select participants of diverse institutional entities and sectors, among which from officers responsible for Spatial Planning, Urbanism, Inspection, Geodesy and Cadaster, Housing and Public Services, Economic development, and Environment. The total number of the participants in the workshop was 48 (for details please refer to Annex A- List of Participants).



Figure 2. Participants of the Regional Visioning Workshop

2. Purpose of the workshop

Efficient spatial development- planning, development and management, as well as inter-institutional cooperation and coordination, is of crucial importance for strengthening social, economic and territorial cohesion, and ultimately for achieving sustainability.

In this perspective, the joint RVW was organized, designated at capturing the initial ideas of shareholders, local authorities/ municipalities of Mitrovica North, Zvecan, Zubin Potok and Leposavic, and stakeholders- central authorities, namely MESP and MLGA, as well as non-governmental organizations/ civil society representatives, in support of envisioning short, medium and long term spatial/ sectoral organization/ regulation and development as basis for the regional development in northern Kosovo.

Moreover the RVW aims at establishing, consolidating and further nurturing inter-municipal and inter-institutional cooperation that enables professional peer-to-peer exchange between the partner institutions at the local and central level, as well as among the institutions and civil society. Furthermore, the inclusion of local/ regional CSO's- as advocates of the community in this process, ensures that the interests of the local communities are taken into consideration. In addition this, the results of the RVW could fuel concrete orientations in support of trans-border, regional and local prioritization and development within the Instrument for Pre-accession Assistance (IPA) 2021- 2027 scheme.

3. Methodology

The RVW was based on the following three main pillars:

- The past (harnessing valuable memories of the region in the past as a resource for future visioning through a virtual study tour and memory mapping);
- The present (understanding the current spatial portrait of the region, including values/ assets- potentials, and constrains/ issues- challenges, opportunities and measures to be undertaken);
- The future (prioritizing areas to be improved in the region, and creating a shared regional vision and thematic visions with related goals, objectives and activities creating visions) (UN-Habitat, 2012).

The Regional Visioning Workshop has consisted seven presentations, seven sets of exercises, and plenary discussions, interwoven among. Presentations were given from the central and local government institutions and from UN-Habitat Kosovo team. Central government institutions that presented to the participants were the Institute of Spatial Planning (ISP) at the MESP and the MLGA. Whereas, presentations from the local governments consisted participating guest municipalities of Gracanica and Kamenica. UN-Habitat set the ground by presenting planning processes, visioning tools⁵, and the process

⁵ Visioning approach and tools were based on UN-Habitat's innovative visioning guidelines "*Visioning as participatory planning tool: Learning from Kosovo practices*", published in 2012. Based on this approach, visioning is a collaborative process through which the community envisions the future it wants and plans how to achieve it. It brings people of diverse groups and sectors together to "jointly identify problems, evaluate changing conditions, and build collective approaches to improve the quality of life" (UN-Habitat, 2012). 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, which could be for the next 10, 20 or 30 years. A *Vision Statement* is the formal expression of that vision, which should reflect the common values held by the community and guide the stakeholders through the planning process. A *Vision Design* is a visualized expression of that vision. The vision statement and design set the basis for the creation and implementation of strategic action plans (UN-Habitat, 2012).

at which the northern municipalities currently are, and provided technical guidance as appropriate.

The activity consisted of sets of assignments/ exercises, entailing individual and group assignments, aimed at identifying the potentials and challenges, and opportunities, that have served as a basis for devising thematic and shared regional vision, and ultimately goals, and objectives, and measures/ activities for achieving it (UN-Habitat, 2012). Each of the exercises/ outcome was presented by the participants, and commented, complemented and supplemented, by MESP, MLGA and peers.



4. Outcomes/Results of the workshop

A great outcome of the workshop is the joint regional vision for the municipalities of Mitrovica North, Zvečan, Zubin Potok and Leposavić/Leposaviq, which aims to create a region known for its good environment, cultural and historical heritage, social welfare, efficient institutions, developed infrastructure, and sustainable economic development.

All in all, results of the RVW are multi-fold: first, the workshop has broadened and strengthened the linkages between local government institutions/ authorities, as well as between local and central government institutions/authorities; the outcome of the workshop was a result of a joint work, and has been defended as such; the parties have committed to reflect and integrate key regional development orientations in the scope of the future local visioning activities, and ultimately in the frame of the respective MDP's; the parties have also committed on progressing the liaison and coordination for further developing the inter-municipal/ inter-institutional activities of common interest, previously identified in the course of the this workshop; all in all in support of advancing the local planning/ development agendas of the northern Kosovo, aimed at creating healthy places with developed economies and better living conditions for the communities, respectively aimed at ensuring socio-economic and environmental sustainability.

4.1. Presentations

In the Regional Visioning Workshop there were a total of 7 presentations, which included presentations from the central government (MESP and MLGA), guest local governments (Kamenica and Gracanica), and from UN-Habitat. UN-Habitat representatives presented planning developments and cycle in Kosovo, visioning approach and tools, and the process at which the northern municipalities currently are in terms of planning their spatial documents. ISP/MESP presented the Zoning Map of Kosovo (ZMK) and its content, whereas MLGA introduced their grant schemes for city to city cooperation projects supporting regional development. The Municipality of Kamenica and the Municipality of Gracanica shared good practices based on their experiences on spatial planning and development processes, community coexistence (integration), and inter-municipal cooperation. Key messages delivered through these presentations can be found in their respective sections below. Note that discussions (questions, recommendations or other feedback) deriving from the presentations have been presented in boxes after respective presentations.

4.1.1. Presentation I: Planning developments and planning cycle, by Modest Gashi, UN-Habitat

This presentation elaborated the concept and history of sustainable development,⁶ planning cycle and processes, and spatial planning framework and principles in Kosovo. Mr. Modest Gashi emphasized SDG 11: Sustainable Cities and Communities, which is directly related to strategic urban planning. Strategic planning aims to assess the current condition (Where are we now?), the strategic direction (Where we wish to be?), and the actions to achieve those

⁶ Sustainable development fulfills the current needs without compromising the ability of future generations to fulfill their own needs. It is also promoted in the United Nations' Agenda 2030 for Sustainable Development through the 17 Sustainable Development Goals (SDGs).

goals (How to get there?). He concentrated the rest of the presentation on the spatial planning process in Kosovo, as an ongoing process of shifting from conventional planning practices into strategic ones (a decentralized, flexible and participatory process) while addressing challenges related to this process. Mr. Gashi elaborated the main principles of strategic planning (such as democracy, subsidiarity, participation, integration, proportionality, and prevention) and emphasized the inclusion of central and local level stakeholders and on the legal framework for spatial planning. Presentation concluded with the five (5) main phases of planning: (i) data collection and situation analysis, (ii) vision, general goals and specific goals, (iii) spatial development framework, (iv) capital investment plan and provision of services, and (v) implementation, monitoring and impact assessment.

4.1.2. Presentation II: Visioning as a tool of planning cycle, by Arijeta Himaduna, UN-Habitat

In this presentation, Ms. Arijeta Himaduna explained the visioning process towards strategic planning and its implementation in practice in Kosovo and abroad. Visioning is a practical tool for achieving a desirable future. It is an important precondition for the future development, since it takes into consideration past developments and current assets, values, challenges and constraints when setting goals and objectives for strategic planning and development. The visioning process includes reviewing a municipality's profile, vision, goals and objectives, reviewing the development framework, drafting possible scenarios, reviewing the strategic priorities, prioritizing activities, reviewing the action plan, implementing the project, and assessing the implementation success. It is an inclusive process, integrating the gender perspectives all over the process. Main participants in the process include the local and central level governments, CSOs, media, communities, as well as other stakeholders. Ms. Himaduna shared some examples of the visioning process implemented by other municipalities in Kosovo through the support of UN-Habitat, which included the municipalities of Malisheva, Gracanica, Gjilan, Junik (Moronica Park project), Peja (Zatra settlement project), and Zvecan (Mali Zvecan project). Schemes of international regional visioning were also provided for the Cache Valley and Wasatch (Utah, United States), Poland, North West Europe, and Goa (India).

4.1.3. Presentation III: Towards a comprehensive, integrated and effective planning and development system, by Visar Salihu, UN-Habitat

This presentation elaborated the process through which the northern municipalities are undergoing for drafting their MDPs and Strategic Environmental Assessments (SEAs), as well as the related trainings and activities for enhancing professional capacities. So far, the four municipalities have assessed the spatial planning legal framework, principles, regulations and strategies for their MDPs and SEAs, have gathered data (as a continuous process) from the ground (i.e. physical geography, cultural heritage, environment and disasters, population movements etc.), and are in the process of preparing their respective Municipal Profiles for their MDPs. They have also assessed investment capacities for budget planning. Respective MDPs and SEAs should be completed by December 2019, therefore all municipal capacities need to be enhanced. In this regard, several (systematic in-house/on-the-job) trainings and workshops were conducted in the regional level regarding

the spatial planning processes and products (MDPs, SEAs), as well as the operationalization of ICT and Spatial Platforms/Databases and Systems. Mr. Visar Salihu emphasized that the support of institutions through these processes is crucial, especially the Kosovo Cadastral Agency (KCA), but also other agencies and institutions, such as MESP (ISP, KEPA), MLGA, MAFRD, the university and other CSOs.

The presentation raised interest regarding the GIS training provided for municipal officials, considering the importance of the software when preparing spatial planning documents and database. UN-Habitat has and will be providing in-house GIS trainings for the northern municipalities.

4.1.4. Presentation IV: Zoning Map of Kosovo, by Arben Rrecaj, ISP/MESP

In this presentation, the Head of Division for Research and Evaluation at the Institute for Spatial Planning (ISP/MESP), explained the role and competencies of the central/national government level in terms of spatial planning, further delving into the legal framework, purpose and process for drafting the Zoning Map of Kosovo.⁷ Even though the northern municipalities are still not in the process of drafting their MZMs, this presentation was intended to introduce them with the upcoming processes. Mr. Arben Rrecaj explained the structure of the Zoning Map of Kosovo, including the general and specific development conditions (for urban zones, rural zones, natural gas infrastructure zone, agricultural zones, protected areas with cultural and natural heritage), and related recommended actions. He also showed a template of the action plan and some of the finalized maps. At the moment, Zoning Map of Kosovo is in the drafting process and should be sent for public review/debate in June 2019; therefore, Mr. Rrecaj invited all stakeholders to provide their input once the draft is put for reviewing.

After this presentation, Ms. Nadica Hristov shared her concern with the increased trend of converting agricultural land into construction land almost without control. She proposed defining the measures for preventing this trend and building more sustainably. She also raised the question about the perspective of the northern Kosovo region concerning planned construction of the Kosovo gas pipeline (as it may be important part of MDP). Mr. Rrecaj responded that the purpose of the gas pipeline project is to reactivate the previous gas infrastructure, which was planned to go through the power plants to Northern Macedonia. The current idea is a long term one that aims to bring gas from Kazakhstan to Kosovo through Albania. This project is still in its conceptual phase and will be more specified in the future, but in general all municipalities will benefit from it. Mr. Dejan Krsmanovic suggested taking in consideration existing planning documents and the reality of existence of illegal facilities/systems. He recommended exchanging experiences and good practices in development and implementation of MDPs in municipal level, as well as in planning and creation of public spaces for the use of all citizens.

⁷ Zoning Map of Kosovo is the most important document of the central spatial planning sector, through which all spatial sectoral developments are planned and implemented. It is the basis for determination and implementation of spatial developments in the Kosovo territory, whereas MZM is for the municipalities territories. In this regard, all documents deriving from the local governments' level should be in compliance with Zoning Map of Kosovo. It is a normative (not development) document, drafted by ISP/MESP, approved by the Government of Kosovo, and ratified by the Kosovo Assembly.

4.1.5. Presentation V: Sustainable planning and visioning as part of the planning process and urbanization, by Mirjana Stanojevic, Municipality of Gracanica

The Municipality of Gracanica presented the visioning process when drafting their MDP (in 2014), prioritization and implementation of capital projects, and the urbanization visioning process and workshops towards improving the living conditions in the city. Ms. Mirjana Stanojevic shared the example of a multiethnic primary school building reconstruction and landscape works, prioritized within the capital projects in the MDP. This project aimed to improve the school infrastructure, environment, and well-being of the pupils of Serbian, Albanian and RAE ethnicities and the whole local community. It was realized through multiethnic community participation and with the support of UN-Habitat. Furthermore, she presented the process of drafting the plan for “Urbanization of Municipality of Gracanica” by the municipality’s Department of Urban Planning, with the support of MESP, students of urban planning from Ljubljana and Mitrovica North, NGOs and citizens. This plan addressed the need for additional individual and collective housing units, development of the administrative center, creating pedestrian spaces, and protecting traditional architecture.

This presentation raised questions regarding the visioning process and goals prioritization, as well as further steps since the northern municipalities are going through this process themselves. Ms. Stanojevic explained how the whole MDP planning process was based on participatory and interdisciplinary workshops, as well as by sharing experiences with Ljubljana. At the moment, the Municipality of Gracanica is drafting its MZM, based on the MDP. Mr. Dejan Jovanovic, Head of Department of Urbanism in Municipality of Gracanica, noted that the municipalities should think long term when planning the future and setting objectives in order to avoid potential problems raising in the future if not planning properly. He emphasized the importance of the MDPs in defining future development by providing as an example the economic zone in Gracanica (providing a lot of revenues for the municipality), which would have not been possible without being planned in the MDP. Since Gracanica is ahead in the spatial planning processes (currently in the process of drafting its MZM), Mr. Jovanovic offered to support the northern municipalities in Kosovo in drafting their MDPs.

4.1.6. Presentation VI: Inter-municipal cooperation, by Bojan Stamenkovic and Mehmet Thaci, Municipality of Kamenica

The Municipality of Kamenica shared their experience in building a healthy multiethnic municipality and in cooperating with other municipalities for implementing joint projects and sharing professional expertise (human capital). Mr. Bojan Stamenkovic, the deputy mayor of the Municipality of Kamenica, explained that the cohabitation of Serbian and Albanian communities within the municipality is based on shared values and mutual respect; hence, it can serve as a good example for other municipalities. He took as an example the municipality’s initiative to provide courses for Albanian and Serbian languages for its inhabitants, which resulted successful in language acquisition.

Mr. Mehmet Thaci took over the presentation by sharing inter-municipal cooperation examples, such as the Municipality of Kamenica’s cooperation with the Municipality of Ranillug for the development of common economic and wastewater treatment zones (which

was planned in its MDP) and the share of human capital for solving different professional issues. Furthermore, the municipality cooperated with the municipalities of Ranillug, Gjiilan and Vitia for the west-east railway construction. He emphasized that it is crucial for small municipalities with limited capacity to cooperate with each other for pushing projects' implementation forward.

4.1.7. Presentation VII: Inter-municipal cooperation: Inter-municipal cooperation fund, by Lumniqe Demi, MLGA

Ms. Lumniqe Demi presented the Ministry of Local Government Administration (MLGA) grant scheme supporting inter-municipal cooperation, which aims at strengthening partnerships among the local governments in Kosovo in implementing joint projects. Eligible projects are those implemented by two or more municipalities, contributing towards their local sustainable socio-economic development and living conditions improvement. The granted financial amount for a project varies from 150,000 to 300,000 euros, while the total amount of the inter-municipal cooperation fund is 1,000,000 euros for year 2019.⁸

Ms. Demi further explained the criteria and principles for the applying inter-municipal projects, as well as the application procedures.⁹ Projects applying so far have addressed socio-economic development, environmental protection, road infrastructure, cultural heritage, urban planning etc. Other potential projects could cover public transit, social housing, joint kindergartens or schools, social/community centers. Application guidelines and forms were also distributed to the workshop participants in printed format in both Albanian and Serbian languages. She also noted that the deadline for submitting project applications was in early April, however, given the opportunity of presenting this grant scheme to northern municipalities in the Regional Visioning Workshop in Ohrid, the deadline was extended to April 23, 2019.¹⁰

⁸ These funds are managed by the municipalities themselves, but monitored by MLGA.

⁹ Before applying for a project, municipalities should sign an MoU, which ensures that the project will be jointly implemented. Applying municipalities should follow the principles of legality (project's eligibility for funds), transparency, sustainability and common interest, as well as have clear roles and responsibilities in implementing the project.

¹⁰ In case the northern municipalities cannot make it to apply on time for the MLGA's inter-municipal cooperation fund, Ms. Demi offered to assist in accessing funds provided by other donors (such as UN-Habitat, UNDP, USAID and OSCE) in supporting municipalities for joint projects, which improve the quality of life for the citizens.



4.2. Exercises

During the Regional Visioning Workshop there were a set of 7 exercises, 3 of them individual and 4 in groups. The approach for these exercises was based in the past and present profile, towards building a shared future. Exercises are explained in detail below.

4.2.1. Exercise I: Virtual study tour and memory mapping

Virtual study tour and memory mapping are the first exercises which recollect the past as a resource for the future (visioning). This exercise aimed to create a regional memory map by recalling personal memories (important and positive events) that happened to the participants in specific places within the northern municipalities in Kosovo, which they wrote on stickers and pinned in respective locations within the map. Some of the participants had the opportunity to share their memories out loud with the rest of workshop participants.



Figure 3. Workshop participants working on the regional memory map

Most of their memories corresponded with open places and natural assets, such as the Gazivoda Lake, Ibar River (i.e. swimming and sunbathing near Socanica, but also rafting in the river – now a traditional manifestation), Kopaonik Mountains (flora, fauna, skiing, good times), and other villages and places in nature, but also some daily-life facilities (bridges, health centers, sport centers, etc.). Particular examples include the village of Vrcevo near Leposavic (i.e. first employment, beautiful nature, good people, multicultural environment), Mitrovica Health Centre (where a participant's son was born), a tree near Leposavic (related

to good love life myths), a railway bridge near Mitrovica (as a place of playing and fun during childhood, which is now dysfunctional), “Ploca” playground in Mitrovica North (basketball games, receiving several good news in this location) etc.

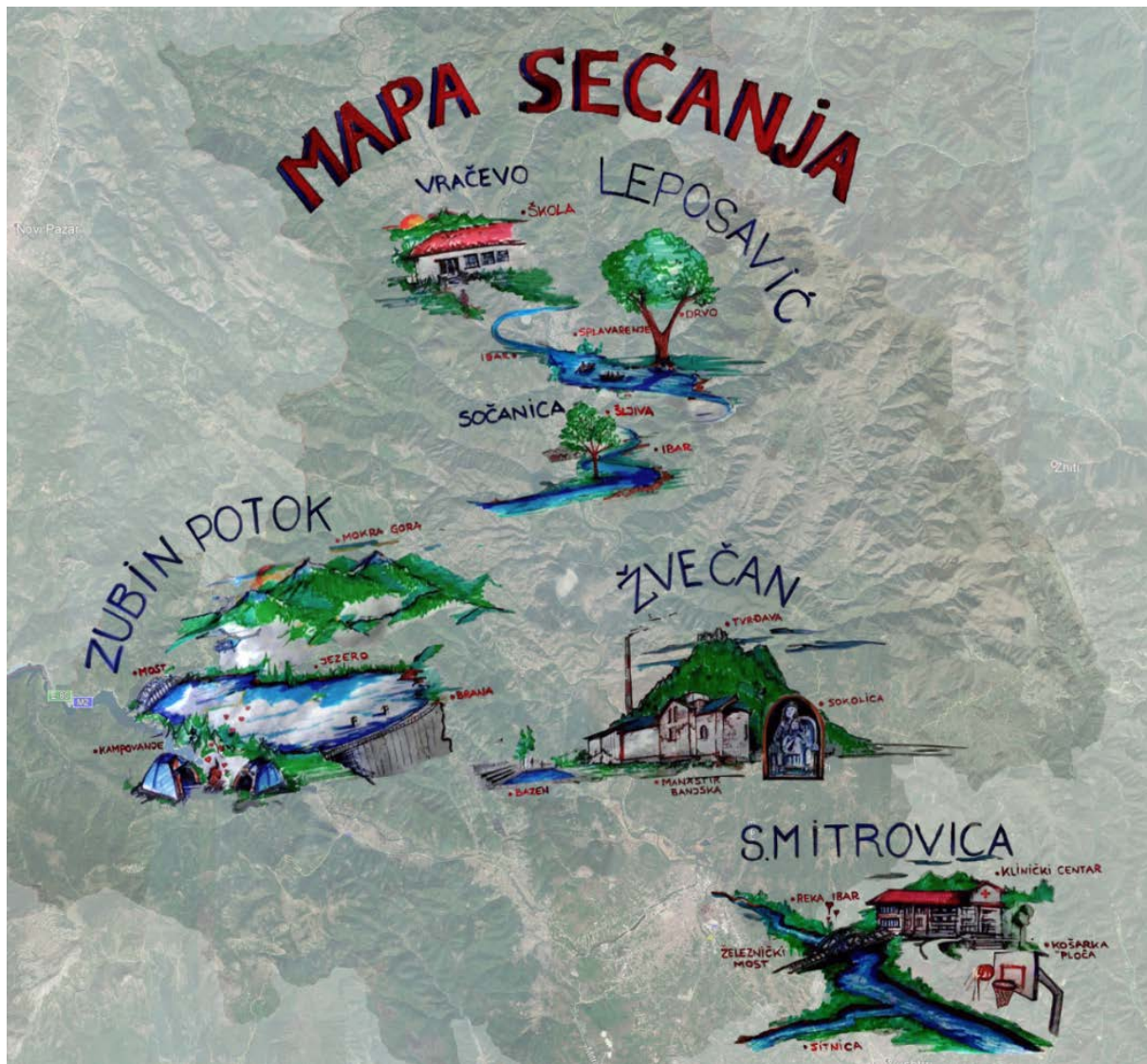


Figure 4. Memory map (visual representation) of the region

4.2.2. Exercise II: Archiving current valuable areas in the community

This (individual) exercise aimed at creating an archive of the areas and places (of both natural and built landscapes) or issues that are currently important or valuable (i.e. favorite streets, commercial streets, districts, buildings, rural areas) for the communities within the region. The identified special features or places included the Zvecan Fortress, the tennis field in Zvecan, the Be Bop Cafe in Mitrovica North, the mouth of Ibar and Sitnica rivers (for fishing), the bank of the Ibar River near Lepsoavic, the old bridge towards Dudin Krs, as well as and the Gazivoda Lake in Zubin Potok. Those were examined and stored for potential use into the vision statement.



4.2.3. Exercise III: Identifying assets/values and constraints/issues

The purpose of this exercise was to identify assets/values and constraints/issues within the region for six thematic fields, including Economy, Environment, Education and Employment, Transportation, Agriculture and Tourism, and Housing. This was the first group exercise in the workshop, where participants were divided into six groups, each addressing one of the thematic fields. Each group identified the main assets/values and related constraints/issues for their respective fields, which were then presented to the other workshop participants. Results of the working groups are shown below.

Table 1. Exercise III results (translated in English), Group 1 – Economy

Group: 1		Thematic field: ECONOMY	
Values and Assets		Constraints and Issues	
<u>Education</u> University & High Schools		Education malfunctioning, lack of space, poor quality of teaching, inadequate use of opportunities to study abroad, the impact of political developments	
<u>Geographic position</u> Possibility of cooperation with more/bigger economical centers in the region		Bad road infrastructure (limitations: political statute, legal vacuum, non-regulated markets, bad quality control)	
<u>Natural resources</u> <ul style="list-style-type: none"> - Water (river, lake, drinking water) - Mines (Trepca mines) - Agriculture potential (arable land) 		Unsolved status of most of the natural resources, and unplanned investments and usage	
<u>Industry</u> <ul style="list-style-type: none"> - Big number of existing industrial plants - Potential of sales of products that could be produced 		Lack of awareness about IT industry	

Table 2. Exercise III results (translated in English), Group 2 – Environment

Group: 2		Thematic field: ENVIRONMENT	
Values and Assets		Constraints and Issues	
1. Water resources <ul style="list-style-type: none"> - Rivers - Lakes - Thermo-mineral springs 		1. Water pollution <ul style="list-style-type: none"> - Communal - Industrial - Solid waste 	
2. Forests		2. Illegal wood cutting, fires	
3. Arable and non-arable lands		3. Natural disasters, uncontrolled usage of agents	
4. Protected natural resources		4. Insufficient implementation of legal norms; Lack of awareness of importance of environment; Insufficient cooperation of several sectors and departments	
5. Human resources (experts, NGOs and faculties)		5. Lack of regional landfill	
6. Undisturbed ecosystems – diverse flora and fauna		6. Air pollution	

Table 3. Exercise III results (translated in English), Group 3 – Education & Employment

Group: 3		Thematic field: EDUCATION & EMPLOYMENT	
Values and Assets		Constraints and Issues	
<ol style="list-style-type: none"> Education system <ul style="list-style-type: none"> Elementary High school University Infrastructure – with adequate build structure Big number of youth (students, pupils) Employment Office Existence of private entrepreneurship NGO that deals with informal education (international organizations for employment) 		<ol style="list-style-type: none"> Not synchronized with market demands – Inadequate number of expert (human) resources – Insufficient reform of the education system – Insufficient control of teaching staff No maintenance and stagnancy of infrastructure – Lack of access for persons with disabilities – Inadequate and nonexistent transport in rural areas – Inadequate equipment in labs and classes No interest of young people for education due to the current state of society – Exodus of young people in other regions. Improvement of service by the Employment Office in terms of more trainings and job findings Mostly work in black market and workers are not properly informed about their rights Non-inclusion, insufficient number of training beneficiaries, reduction etc. 	

Table 4. Exercise III results (translated in English), Group 4 – Transportation

Group: 4		Thematic field: TRANSPORTATION	
Values and Assets		Constraints and Issues	
<ol style="list-style-type: none"> Mitrovica – Jarinje Mitrovica – Zvečan – Leposavic to Zubin Potok Mitrovica – Zvečan Railroad traffic Tradition of cycling Good connections urban – rural Heavy cargo traffic 		<ol style="list-style-type: none"> Lack of highways One traffic way (due to terrain configuration) Blockade Limitation of traveling (and inability for freight transport) Nonexistence of (cycling lanes) in three municipalities (North Mitrovica, Zvečan, Leposavić) Bad roads Safety 	

Table 5. Exercise III results (translated in English), Group 5 – Tourism & Agriculture

Group: 5		Thematic field: TOURISM & AGRICULTURE	
Values and Assets		Constraints and Issues	
<u>Tourism</u> 1. Thermal springs (spas) 2. Gazivode Lake 3. Ibar River 4. Mokra Gora 5. Kopaonik 6. Cultural – historical heritage		<u>Tourism</u> 1. Accommodation capacity, marketing, insufficient usage 2. Accommodation capacity, unplanned construction, unregulated beaches and access 3. Pollution, unregulated riverbed 4. Insufficient investment, bad road infrastructure (access) 5. Lack of funds for realization of strategic documentations 6. Marketing, inactivity of tourist agencies	
<u>Agriculture</u> 1. Agricultural land 2. Favorable climatic conditions (fruit and cattle breeding) 3. Educational institutions (agriculture school and faculty) 4. Processing capacity 5. Populated villages (mountain less populated, lowland villages more populated)		<u>Agriculture</u> 1. Reduction of arable lands, no utilization of meadows and pastures, small surface parcels, no irrigation system, pollution of land around Ibar River 2. Illegal wood cutting 3. Lack of interest 4. Low purchase prices (monopoly) 5. Infrastructure, migration of population, insufficient funds for development	

Table 6. Exercise III results (translated in English), Group 6 – Housing

Group: 6		Thematic field: HOUSING	
Values and Assets		Constraints and Issues	
<u>Informal settlements</u> <ul style="list-style-type: none"> - Authenticity - Traditional housing 		<u>Informal settlements</u> <ul style="list-style-type: none"> - Unfinished or partially unfinished infrastructure - Remote and distance from municipal centers - Unavailability of public institutions 	
<u>Individual housing in urban areas</u> <ul style="list-style-type: none"> - Comfort - Availability of public institutions 		<u>Individual housing in urban areas</u> <ul style="list-style-type: none"> - Occupation of the construction lands - Non rational use of energy 	
<u>Collective housing in urban areas</u> <ul style="list-style-type: none"> - Sociological/Social integration - More dense population - Energy efficiency 		<u>Collective housing in urban areas</u> <ul style="list-style-type: none"> - Maintenance of the object and common spaces - Degraded free spaces in the blocks 	
<u>Free market</u> <ul style="list-style-type: none"> - Permanent solution to housing problem - Quality of housing - Possibility of choice 		<u>Free market</u> <ul style="list-style-type: none"> - Insufficient offer - Monopoly - Legal insecurity 	
<u>Social Housing</u> <ul style="list-style-type: none"> - Housing provided for different categories of population 		<u>Social Housing</u> <ul style="list-style-type: none"> - Lack of strategy, capacity and funds 	
<u>Specific forms of housing (Safe Houses)</u> <ul style="list-style-type: none"> - Safety of potential users 		<u>Specific forms of housing (Safe Houses)</u> <ul style="list-style-type: none"> - Undeveloped areas 	
<u>Geriatric centers</u> <ul style="list-style-type: none"> - Elderly care 		<u>Geriatric centers</u> <ul style="list-style-type: none"> - Insufficient capacity - Misunderstanding from the society 	
<u>Accommodation for refugees and internally displaced people</u> <ul style="list-style-type: none"> - Care/protection 		<u>Accommodation for refugees and internally displaced people</u> <ul style="list-style-type: none"> - Existence of collective centers - Bad conditions 	



4.2.4. Exercise IV: Identifying opportunities and measures to be taken

After the participants identified assets/values and constraints/issues for their respective thematic fields within the region, they continued discussing about potential development opportunities. The opportunities emerged based on the current assets and values for each thematic field. Whereas, for the current constraints and issues, the groups identified related measures to be taken to address them. Results of each thematic group are presented in tables below. At this point, all the groups had a general idea about the strengths, weaknesses, threats and opportunities within the region.

Table 7. Exercise IV results (translated in English), Group 1 – Economy

Group: 1		Thematic field: ECONOMY	
Opportunities		Measures to be Taken	
<u>Education</u> <ul style="list-style-type: none"> - Increase in the number of educated population - Attracting students through increasing the quality of education (aligning programs with the labor market) 		<u>Education</u> <ul style="list-style-type: none"> - Building of infrastructure - Engagement of a professor from abroad - Abolition of a block lectures/lasses at some faculties 	
<u>Geographical position</u> <ul style="list-style-type: none"> - Existence of guidelines for the development of local economic development plans - A favorable donor climate 		<u>Geographical position</u> <ul style="list-style-type: none"> - Better road infrastructure - Building an industrial zone - More efficient control of funds allocated for business development 	
<u>Natural resources</u> <ul style="list-style-type: none"> - Chance in the exploitation of ore, forest, water and agricultural potential 		<u>Natural resources</u> <ul style="list-style-type: none"> - Development of a plan for the protection of natural resources (lakes, ore, ...) 	

Table 8. Exercise IV results (translated in English), Group 2 – Environment

Group: 2		Thematic field: ENVIRONMENT	
Opportunities		Measures to be Taken	
<u>Water resources</u> <ul style="list-style-type: none"> - Tourism - Fishing - Irrigation - Water supply - Electricity supply - Spa, treatment 		<u>Water resources</u> <ul style="list-style-type: none"> - Purification of waste and communal waters - Raising awareness of people - Signing a memorandum between municipalities - Joint projects of municipalities - Informal waste treatment #trashtag - Investments in infrastructure (roads, spas, pools) 	
<u>Forests</u> <ul style="list-style-type: none"> - Wood industry, controlled cutting - Forest products - Providing a healthy environment - Hunting - Prevention of the creation of landslides 		<u>Forests</u> <ul style="list-style-type: none"> - More control of illegal wood cutting - Education - More efficient application of legal provisions - A-forestation 	
<u>Arable and non-cultivated surfaces</u> <ul style="list-style-type: none"> - Organic food production - Construction of buildings - Pastures 		<u>Arable and non-cultivated areas</u> <ul style="list-style-type: none"> - Training of farmers - Grants and subsidies - Media campaign - More efficient application of legal provisions and development of spatial plans. 	
<u>Protected natural assets</u> <ul style="list-style-type: none"> - Tourism, hospitals 		<u>Protected natural assets</u> <ul style="list-style-type: none"> - II - 	
<u>Human resources</u> <ul style="list-style-type: none"> - Education - Control - Professional/Scientific papers - Cooperation, innovation. 		<u>Human resources</u> <ul style="list-style-type: none"> - Greater involvement of professional capacities (education, training, ...) - Cooperation of all relevant factors - Projects - Donor search. 	
<u>Un-disturbed ecosystems</u> <ul style="list-style-type: none"> - Tourism - Hunting, fishing 		<u>Ecosystems</u> <ul style="list-style-type: none"> - Education - Implementation of legal regulation regarding traffic - Studies in the field of heating in urban areas in order to reduce the emission of harmful gases 	

Table 9. Exercise IV results (translated in English), Group 3 – Education & Employment

Group: 3		Thematic field: EDUCATION & EMPLOYMENT	
Opportunities		Measures to be Taken	
<ol style="list-style-type: none"> 1. Reform of education (problem recording and response to higher level institutions) 2. Existence of funds at the local and central level 3. Create the opportunity for existence and employment of young people 4. Create non-formal education programs in accordance with innovative measures with the acquisition of official certificates. 		<ol style="list-style-type: none"> 1. Supplementation of the existing system with additional trainings 2. Request for applying for existing infrastructure funds (Ministry of Information, Education, Local Self-Government) 3. Create the opportunity for existence and employment of young people <ul style="list-style-type: none"> - work with young people in terms of additional education, training - the request of an adequate ministry for the possibility of acquiring professional practice - startup businesses and donations for young people 4. Influence the international community to pay special attention to non-formal education and the provision of funds 	

Table 10. Exercise IV results (translated in English), Group 4 – Transportation

Group: 4		Thematic field: TRANSPORTATION	
Opportunities		Measures to be Taken	
<ol style="list-style-type: none"> 1. Joint cooperation of all four municipalities 2. Construction of a new route 3. Possibility to build a new road route through Dudin Krš 4. Reconstructing and connecting traffic to central Kosovo 5. Construction of a bicycle path 6. Construction of new and reconstruction of existing roads 7. Construction of new bus stations. 		<ol style="list-style-type: none"> 1. Protection of road zone <ul style="list-style-type: none"> - Expropriation - Transparency of the process - Environmental protection measures - Building the road 2. Feasibility study <ul style="list-style-type: none"> - Protection of the road zone - Environmental protection measures - Construction of the road direction 3. The possibility of expropriation <ul style="list-style-type: none"> - Cooperation with the central level - Design and construction 4. Cooperation with the central level 5. Field identification and preparation of a mobility plan 6. Resolving property relations 	

Table 11. Exercise IV results (translated in English), Group 5 – Tourism & Agriculture

Group: 5		Thematic field: TOURISM & AGRICULTURE	
Opportunities		Measures to be Taken	
<u>Tourism</u> 1. Thermal springs - construction and development of spa recreation center 2. Tourist infrastructure – Gazivoda Lake 3. Active tourism – Ibar River 4. Improving the content of active tourism – Mokra Gora 5. Development of rural and active tourism – Kopaonik 6. Inclusion in tourist offer programs - cultural and historical heritage		<u>Tourism</u> 1. Thermal sources <ul style="list-style-type: none"> - Thermal sources research / planning documentation - Expansion of accommodation capacities 2. Tourist infrastructure <ul style="list-style-type: none"> - Treatment of the beaches - Treatment of wastewater - Regulation plan 3. Active tourism – Ibar River <ul style="list-style-type: none"> - Treatment of the riverbeds - Solid waste management - Treatment of wastewater 4. Improving the content of active tourism – Mokra Gora <ul style="list-style-type: none"> - Continuation of training for new members and procurement of equipment - Marketing for greater international cooperation, construction of ski slopes 5. Development of rural and active tourism – Kopaonik <ul style="list-style-type: none"> - Realization of action plans and the definition of funds 6. Inclusion in tourist offer programs - cultural and historical heritage <ul style="list-style-type: none"> - Marketing, protection and revitalization 	
<u>Agriculture</u> 1. Optimum utilization of agricultural land 2. Livestock development and increase of areas under orchards 3. Professional staff (agricultural school, faculty) 4. Existence and equipment of processing capacity 5. Commitment of families to engage in agriculture		<u>Agriculture</u> 1. Control of land use change 2. Subsidies, irrigation 3. Increase in livestock (milk farms, primary production, slaughterhouses, better connectivity, ...) 4. Better promotion, access to information 5. Market, capacity expansion at the regional level (mill, ...) 6. Infrastructure development, subsidies for development, rural tourism	

Table 12. Exercise IV results (translated in English), Group 6 – Housing

Group: 6		Thematic field: HOUSING	
Opportunities		Measures to be Taken	
<ol style="list-style-type: none"> 1. Construction and reconstruction of the infrastructure <ul style="list-style-type: none"> - Water supply - Sewage - Electric supply - Road infrastructure. 2. Formation of mobile teams 3. Application of the Law on Legalization 4. Improving energy efficiency 5. Regulating the relationship between the owner/user 6. Raising awareness of citizens about utilities and hygiene 7. Application of the Rules 8. The de-blocking of the real estate cadaster 9. Developing a social housing strategy 10. Raising awareness about the significance of providing specific forms of housing. 		<ol style="list-style-type: none"> 1. Creating an MDP <ul style="list-style-type: none"> - Development of project documentation - Securing funds 2. Capacity-building (space, people, vehicle, ...) 3. Removing illegal objects 4. Development of an energy efficiency plan <ul style="list-style-type: none"> - Applying with agency - Co-financing EE projects for users 5. Appointment of the building manager 6. Education 7. Introducing penal measures 8. Updating the data 9. Training for the application of the owner of the objects to the local self-government <ul style="list-style-type: none"> - Securing funding for the implementation of the action plan from the strategy 10. Inclusion of the media <ul style="list-style-type: none"> - Creation of educational printed material. 	

4.2.5. Exercise V: Prioritization of areas/fields towards development

After all the groups identified values/assets, constraints/issues, opportunities and measures for the six thematic fields within the region, participants continued with the prioritization of four of the addressed thematic fields upon which the regional vision would be built. For this purpose, the participants were asked to (individually) write down up to three answers (for the same or diverse thematic fields of their choice) for the following question “If you could change something about your region, what would it be?”. Answers were written in stickers, which were put on this exercise’s tool, as shown in the figure below.

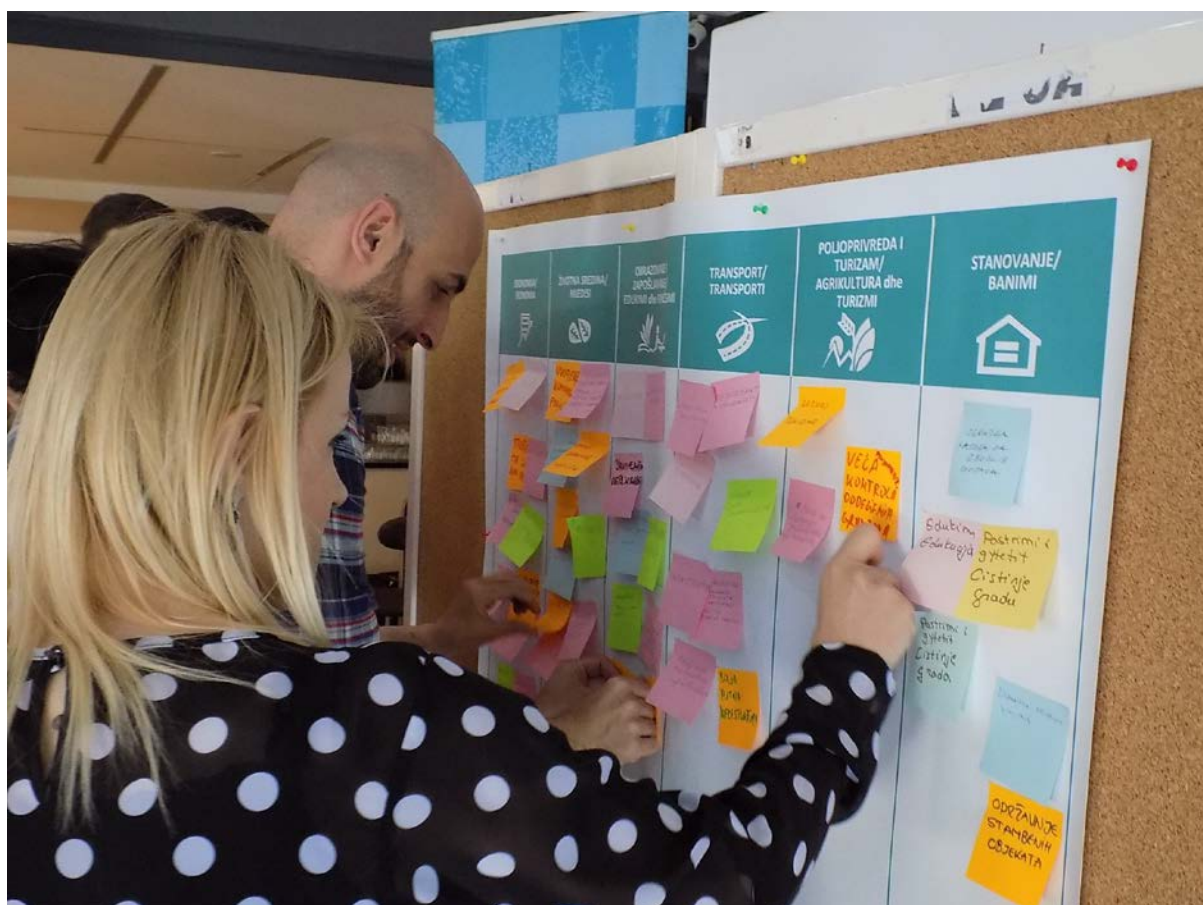


Figure 5. Workshop participants putting stickers with improvement suggestions on the prioritization exercise

Some of the suggestions within the field of Economy include examples such as investments, private entrepreneurship development, documents such as a strategy for economic development, economical schemes in form of grants for sport clubs in order to get the kids out off the street, development of the IT sector, regional fund for young entrepreneurship and many more. Regarding the Environment, examples followed in introduction of the communal police, removal of the wild dumps, resolution of the problem of stray dogs, recycling, preservation of the environment, purification of wastewater, promotion of the healthy lifestyles etc. Within the field of Education and Employment, answers varied from the improved education to the employment of the young people to the increase of the number of small and medium enterprises (SMEs), investments in education and more adequate education system. Better road infrastructure, traffic safety, road infrastructure regulation etc., were some of the suggestions within Transport. Whereas, Agriculture and Tourism examples

include tourism development, measures for preservation of agricultural lands, marketing in tourism, land use control, and examples like inclusion of the population in the rural tourism. Examples for improving the Housing sector comprised construction of settlements for refugees in the form of social housing, maintenance of residential building and cleaner city environment.

Once all the suggestions were put in the table, it became clearer which areas needed more improvement in the region according to the workshop participants. Regardless of the prioritized four areas, the workshop facilitators suggested integrating the remaining two as well so the regional vision could be more comprehensive. Hence, the prioritized thematic fields/areas comprised:

1. Economy (tourism and agriculture),
2. Environment,
3. Social aspect/matters (education, employment, and housing), and
4. Transport.

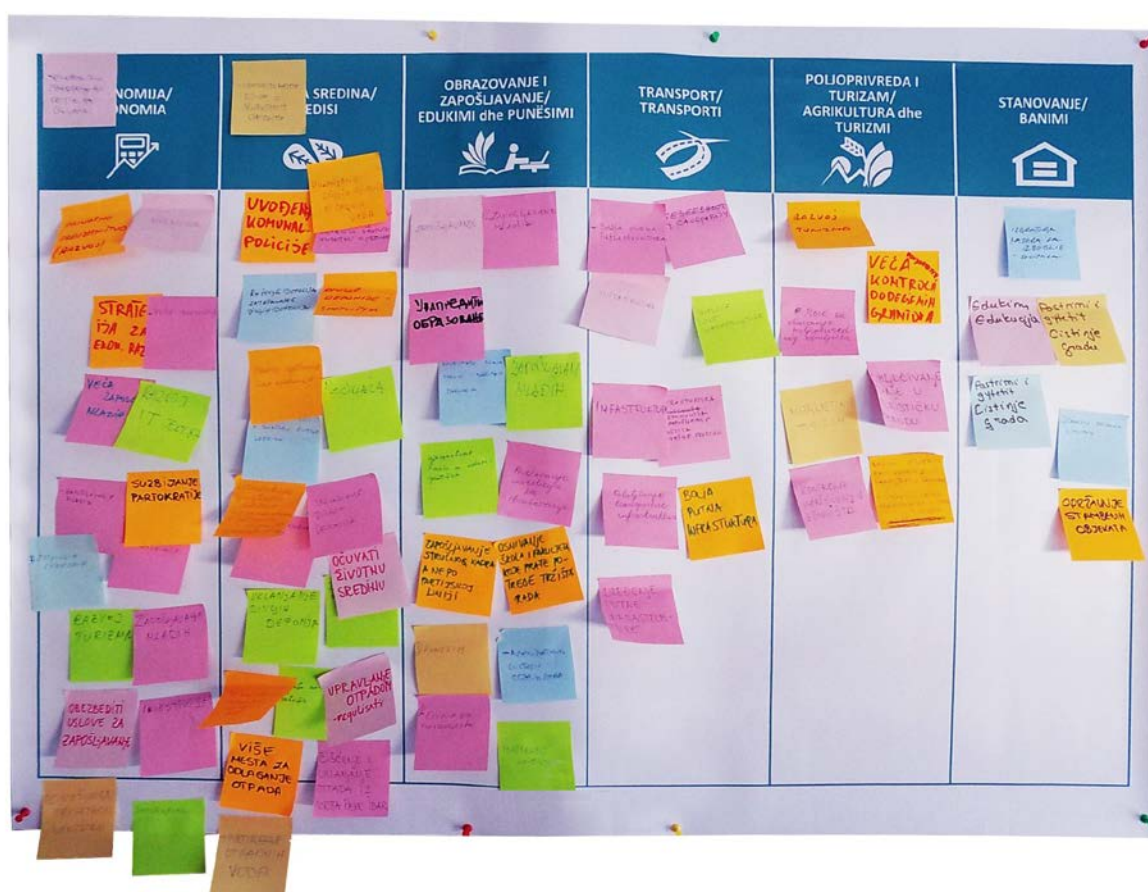


Figure 6. Prioritized thematic fields

This exercise provided a direction in which the working groups would focus during the visioning exercises. From this point onwards, the working groups' number shifted from six to four groups, with each of them addressing one of the prioritized fields.

Table 13. Exercise V results (translated in English), prioritization of thematic fields

Economy	Environment	Education & Employment
<ul style="list-style-type: none"> - Investments - Private entrepreneurship (development) - Big investments - Strategy for economic development - Granting subsidies to sports clubs for every young person who "gets off the street" - Economic improvement of the region (local) - Raise awareness of entrepreneurship - Strategy for economic development - Development of IT sector - Regional Fund for Assistance already proven young entrepreneurs (in the form of money, but also professional help) - Employment of young people - Combating partocracy - Increase employment - Tourism development - Economic development - Ensure conditions for employment - Investments - Accelerating the private sector - Employment 	<ul style="list-style-type: none"> - Introducing communal police - Removal of wild dumps and wastewater - Raising awareness among citizens in the field of environmental protection - Wild field dump-market - Solution of landfills - dumping of wild dumps - Solving the problem of stray dogs - Comprehensive care of the environment - Raising awareness of the importance of environment - Recycling - Provide a healthier and cleaner environment - Organized collection of waste in rural areas and suburban settlements - Protecting and preserving the environment - More decorated public areas - Purification of wastewater - Waste management - Healthy lifestyles - Treatment of wastewater - More places for waste disposal - Cleaning and removing waste from the Ibar River 	<ul style="list-style-type: none"> - Employment of young people - Improve education - Education and awareness - Increase in the number of small and medium enterprises - Employment of persons with disabilities - Increase investment in education - Employing professional staff, but not on a party line - More adequate education system - Increase employment
Transport	Agriculture & Tourism	Housing
<ul style="list-style-type: none"> - Better road infrastructure - Traffic safety - Infrastructure - Regulation of road infrastructure - Infrastructure, economy, employment, environmental protection - Improvement of transport infrastructure 	<ul style="list-style-type: none"> - Tourism development - Measures for preservation of the agricultural land - Greater control of the granted agricultural grants - Inclusion of spa in tourist offer - Marketing in tourism - Land use control - Development of agricultural production and improvement of subsidies - Inclusion of the population in rural tourism 	<ul style="list-style-type: none"> - Construction of a settlement for refugees - social housing - Education - Construction of social housing - Maintenance of residential buildings - Cleaning the city



4.2.6. Exercise VI: Defining and mapping the vision, goals, objectives and related activities for the thematic groups and the regional vision

Through this set of exercises the four working groups worked on defining their thematic visions and a joint regional vision. For the thematic visions, groups provided a Vision Statement and a Vision Design (logo), as well as three to four main goals, three objectives and related activities to achieve those visions. Based on joint discussions between group members themselves, facilitated by UN-Habitat representatives, thematic vision and goals were also mapped in the regional map. After the listing and visualizing the respective thematic visions, goals, objectives and activities on the regional map, all the groups presented them to the other workshop participants and to the Secretary of the MESP, Mr. Arben Çitaku, who raised a lot of questions and suggested improvements and further steps.

The visions for the working groups included:

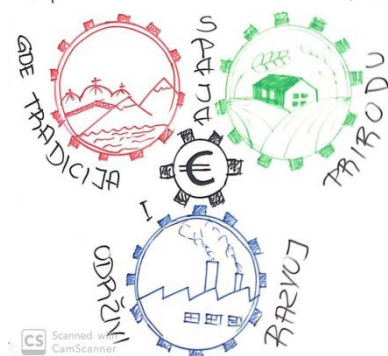
- Group 1: Economy (tourism and agriculture) – sustainable economic development with economic zones, modernized industry, support to trade and small and medium enterprises, employment of people with disabilities, mini-farms, etc.,
- Group 2: Environment – qualitative and healthy environment through awareness raising programs on environmental protection, non-usage of pesticides in agriculture, minimization of land, water and air pollution etc.,
- Group 3: Education and employment (housing) – adequate and good housing, improvement of educational level, reduction of unemployment (through industry and private and public sector employment), and
- Group 4: Transport – adequate transport infrastructure that supports socio-economic development and improvement of citizens' lives through improvements of the road and rail transport, as well as transport services (including public transport and cycling).

This exercise intended to build the development directions for each thematic field, in order for them to be properly addressed in the future planning processes. Results of the working groups and provided feedback are further elaborated in their respective sections below.



4.2.6.1. Economy

The Economy group worked on creating a vision for economic development of the four municipalities in the northern Kosovo, based on the already defined regional assets/values, constraints, opportunities and measures to be taken identified in the previous exercises. Within economic development, this group included the field of tourism, agriculture, industry and trade as well, as economic development factors. After careful analysis and active group discussions the group defined its Vision Statement (and/or motto) and Vision Design (logo).



The Vision Statement for the Economy group aims making the northern Kosovo region *“a region where economic development is sustainable based on a modern infrastructure and technology, has defined industrial and economic zones, favorable environment for the development of small and medium-sized enterprises (SMEs), and an open market. A region recognized by its natural and historical heritage and educational and human potential, with preserved traditional values.”* The motto is as following: *“The region of the north -*

where tradition merges nature and sustainable development.”

Furthermore, the group identified the four main goals towards achieving their vision, each with three related objectives, and related activities. These goals and objectives comprise the following:

- Valorizing and utilizing touristic potential (based on main assets, such as Mokra Gora Mountain, Kopaonik Mountain, Gazivoda Lake, thermal sources, cultural/historical/religious heritage including the Zvecan Fortress, Roman settlement Municipium Dardanorum) and promoting it through regional tourist organizations/agencies with consolidated touristic offers;
- Utilizing the potential of arable land (especially in the municipalities of Leposavic and Zubin Potok), supporting agricultural productivity through a regional irrigation system, supporting mini-farms, and managing agricultural developments through regional mechanisms (i.e. creating a regional Technical Advisory Service);
- Supporting industrial development through the revitalization of existing facilities and creation of new ones and through technical trainings (provided by an educational institution/center established in the regional level);
- Supporting trade, SMEs, and employment of people with disabilities.

The economic development vision and related goals were visually represented into the regional map, with symbols of the activities placed according to the possibilities for their implementation within the region. The group presented their outcomes to the audience and the Secretary of MESP, ensuring that all the suggested goals are important for regional economic development, and their consolidation on the regional level is feasible. During the presentation, the Secretary of MESP, Mr. Arben Çitaku, stated that economic development is very important towards improving the citizens lives; hence, it should be pursued as planned on the ground. He particularly emphasized agriculture as a very potential area of development considering the quality of arable land in the region. Furthermore, Mr. Çitaku supported the idea of a regional touristic package (supporting development of tourism) and estimated it to be easily implementable.

Table 14. Exercise VI results (translated in English), Group 1 – Economy

Group: 1		Thematic field: ECONOMY (Agriculture, Tourism, Industry)
Vision: The region of the north where tradition combines nature and sustainable development.		
Goals	Objectives	Activities
G1. Industry Modern industry with modern technology and professional personnel	O1.1. Establishment of an institution for the training of experts until 2021.	A1.1. Initiative for opening educational institutions, new directions
	O1.2. Reconstruction of new technologies (20% by 2023).	A1.2. Identification of the location for the construction of an educational institution
	O1.3. Modernization of production facilities (15% by 2023).	A1.3. Building an educational facility A1.4. Securing subsidies for investors. A1.5. Administrative preparation and support for investors.
G2. Trade Support for all small and medium-sized enterprises and support for placement of products on the market	O2.1. Registration of SMEs (100% by 2020).	A2.1. Establishment of offices in all municipalities for registering SMEs A2.2. Identification of all SMEs, creation of a database A2.3. Encouraging and promoting the registration of SMEs, controls
	O2.2. A incents for companies that employ people with disabilities (5 companies and 10 persons by 2025).	
	O2.3. Activation of “One stop shop” in all northern municipalities until 2020.	
G3. Tourism Improvement of all accommodation capacities and natural resources	O3.1. Construction of new accommodation capacities (25% by 2021).	A3.1. Analysis of the existing situation on the ground for the selection of locations for the construction of accommodation capacities (according to planning documentation) A3.2. Encouraging PPP (public agricultural enterprises), grants, giving facilities for use (state-owned) A3.3. Investing in improving technical road infrastructure
	O3.2. Reconstruction and modernization of existing facilities (25% by 2021).	
	O3.3. Improvement of access to natural resources and objects/locations of cultural and historical heritage (40% by 2023).	
G4. Agriculture Support to interested agricultural holdings for dealing with agricultural and marketing of finished products on the market	O4.1. Support to agricultural farms for establishing a mini farms (30% by 2025).	A4.1. Analysis of the situation on the ground, budgeting annually for subsidies for agriculture A4.2. Active support of municipalities to farmers in access to funds (guarantees, training, partnerships)
	O4.2. Incentive in the procurement of new agricultural machinery, warehouse and processing capacities (20% by 2025).	



4.2.6.2. Environment



After identifying the assets/values and constraints/issues for the environment, and addressing the opportunities and measures to be taken in order to preserve, promote and properly exploit these values/assets, the Environment group created a regional Vision Statement, aiming for a “*Qualitative and healthy environment*”.

Goals to achieve this vision include: preservation and improvement of the built urban environment, preservation of the existing natural resources, reduction of the risks and negative impacts of people to the environment, and enhanced management of water resources (lakes, rivers, waters) considered among the main regional natural assets.

Some of the objectives included improvement of municipal management for the urban area, enhancement of public and green spaces within the city, raising citizen awareness on the environment (through environmental education), undertaking measures for preventing air pollution (i.e. developing sustainable urban mobility plans, promoting sustainable transport etc.), managing and restricting illegal landfills and sewage systems, as well as adequate management of water resources. Each objective was supported with related activities.

The Environment group reflected their vision and goals towards the preservation of the environment and green spaces of the northern region on the map. Within the map, the idea of building a regional collector, modernizing the recycling factory, removing illegal landfills and taking measures to ban such activities were also represented. In the north-western part of Leposavic, the area where wind energy could be produced was identified, while in other areas solar panels were proposed as a sustainable solution for the citizens. For all these ideas feasibility studies and provision of budget should further take place.

Table 15. Exercise VI results (translated in English), Group 2 – Environment

Group: 2		Thematic field: ENVIRONMENT
Vision: Quality and healthy environment.		
Goals	Objectives	Activities
G1. Preservation and improvement of the urban environment	O1.1. Preservation of existing and increasing number of green areas in urban areas.	A1.1.1. Analysis of the existing state of green areas
		A1.1.2. Removal of construction materials and damaged vehicles
		A1.1.3. Formation of new green surfaces
	O1.2. Education of the population about the importance of a quality environment.	A1.2.1. Lecturing in primary and secondary schools
		A1.2.2. Inter-municipal cooperation in order to mark the days of the environment
		A1.2.3. Collection of secondary raw materials
G2. Protection and conservation of existing natural resources / RP	O2.1. Solving the problem of wild landfills in rural areas.	A2.1.1. Mapping of wild landfills in rural areas
		A2.1.2. Removal of wild dumps
		A2.1.3. Recycling center
	O2.2. Reduced use of chemicals in agriculture.	A2.2.1. Incentives for organic production
		A2.2.2. Quality control and fertility of the soil
G3. Reduce the risk and negative impact of people on the environment	O3.1. Control of cutting wood and restoring wood resources.	A3.1.1. Afforestation
		A3.1.2. Analysis of forest ecosystems in the north
		A3.1.3. Incentives for renewable energy producers
	O3.2. Reducing traffic in urban and rural areas.	A3.2.1. Construction of bicycle paths
		A3.2.2. Formation of pedestrian zones
		A3.2.3. Incentives for the use of non-motor vehicles
G4. Improved water resources management	O4.1. Reduction of wastewater discharges into rivers and lakes.	A4.1.1. Construction of a municipal waste water collector
		A4.1.2. Construction of sewage



4.2.6.3. Social Aspect/Matters



The group for Social Aspect/Matters addressed education, employment and housing. They defined the vision by transforming the opportunities deriving from assets/values and measures to be taken to address constraints/issues into goals and objectives.

The Vision Statement regarding the social aspect/matters in northern Kosovo was defined as following: *“A Socially regulated environment with a regulated and sustainable housing, quality and flexible education system that meets the requirements of the labor market.”*

One of the key goals that members of the group defined are as follows: establishing of the Office for Regional Development, defining residential zones, providing social housing for young couples, supporting vulnerable social categories, establishing regional centers for refugees and internally displaced persons (IDPs), as well as a regional center for elderly and orphans. A thoughtful combination of the regions values and all those ideas will lead to employment increment. However, data collection is crucial for establishing these programs.

The group emphasized the positive aspects within the social aspect/matters which included the availability of all types of schools in the region (preschools, elementary schools, high schools, and the university) and the location of the University in Mitrovica North (which is both an administrative and cultural center). As the university attracts students from the region and abroad, it is needed to reform its programs in accordance with the labor market and to improve its existing facilities. Furthermore, the municipality representatives within the group presented good practice in social aspect/matters, emphasizing their experience in allocation of apartments for social housing, which includes all categories, not only the vulnerable ones.

For this matter, the Secretary of MESP stated that the refugees should be integrated into the society by providing settlement for them in one of the municipal objects, rather than sheltering them in a new center/location, which would increase their isolation and labeling as refugees within the society. A good strategy for returning families into villages is needed. Regarding social housing, MESP and UN-Habitat are working together on the development of a program for social housing and they will take the group’s remarks into consideration.

Table 16. Exercise VI results (translated in English), Group 3 – Social Aspect/Matters

Group: 3		Thematic field: SOCIAL (Housing, Education, Employment)
Vision: A socially regulated environment with regulated sustainable housing, a quality and flexible education system that meets the requirements of the labor market.		
Goals	Objectives	Activities
G1. Creating conditions for quality and lasting housing, as well as legal security	O1.1. Building a program for subsidizing housing construction from 2020 to 2030. Creating conditions for the functioning of the real estate cadaster in the next 5 years.	A1.1.1. Signing a memorandum; Analysis of the current situation
		A1.1.2. Forming a regional team for the development of the program; Creating a program.
		A1.1.3. Determination of construction sites for flats, nursing home, safe house, an object for children without care
	O1.2. Resolving housing issues for all users of collective centers in the next 5 years. Implementation of measures in accordance with the law on legalization in the next 5 years.	A1.2.1. Training of Cadaster Officer
		A1.2.2. Capacity building for the functioning of services in 3 municipalities
G2. Improving the education system through reforming into a quality and flexible framework	O2.1. Strengthening HR capacity by continuously supporting additional education in the next 10 years.	A2.1.1. Identification of active call center and number of users in the region
		A2.1.2. Evaluation of project investments and definition of construction sites
		A2.1.3. Construction of accommodation capacities
	O2.2. Improving working conditions in education facilities by increasing standards (with 3.5 m ² / student at 4.0 m ² / pupil).	A2.2.1. List of illegal objects
		A2.2.2. Legalization of facilities for which conditions exist
		A2.2.3. Demolition of illegal buildings
G3. Reducing the unemployment rate by 50% compared to the current situation	O3.1. Development of a program on incentive measures for private entrepreneurship (in line with the economic development strategy) in the next 3 years.	A3.1.1. Reconstruction, adaptation and construction (primary education facilities)
		A3.1.2. Construction of the playground and other accompanying facilities with school facilities
		A3.1.3. Equipping the teaching facilities of preschool and elementary education facilities

	O3.2. Establishment of regional economic development office in the next 5 years.	A3.2.1. Analysis of the region's potential in improving entrepreneurship
		A3.2.2. Creating a program on incentive measures
		A3.2.3. Opening of the Regional Economic Development Office in North Mitrovica

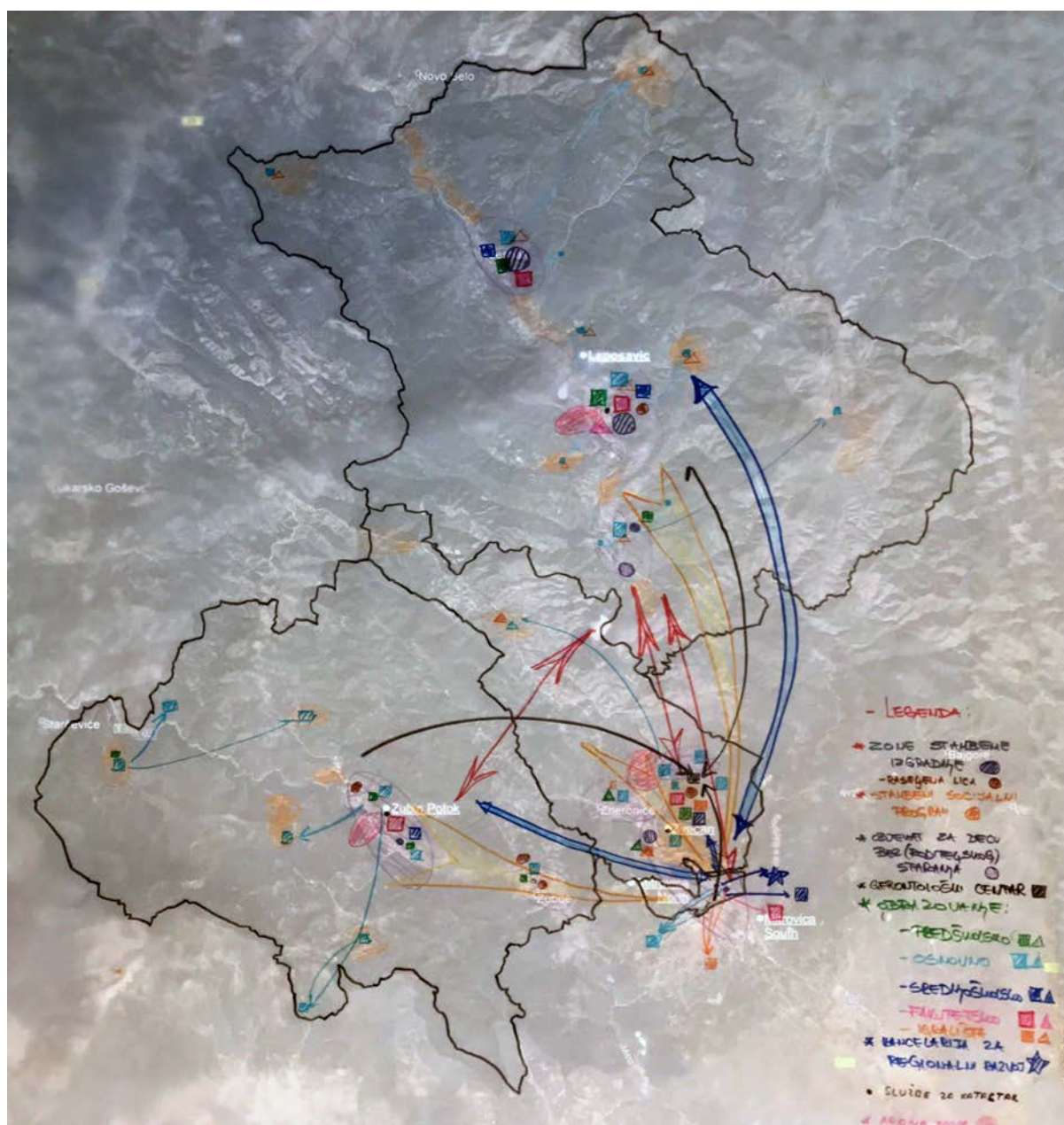


Figure 9. Mapped vision and goals for social development



REGION SEVERA KOSOVA U KOME JE EKONOMSKI
RAZVOJ ODRŽIV, ZASNOVAN NA SAVREMENOJ INFRASTRUK-
TU, DEFINISANIM INDUSTRIJSKIM I EKONOMSKIM ZONAMA, SA NO-
VIM TEHNOLOGIJOM, POUKLJIVIM OKRUZENJEM ZA RAZVOJ
MSP-a I OTVORENOSTI TRŽIŠTA.
REGION PREPOZNAVAN PO PRIRODNOJ I ISTORIJSKOJ NASLE-
DOSTI I OBRAZOVNIM LUDSKIM POTENCIJALOM UZ OČUVANJE TR-
ADICIJSKE VREDNOSTI.

MOTO-REGION SEVERA-GDE TRADICIJA SPAJA
ODRŽIV RAZVOJ

REGION SEVERA



Grupa: 4
Grupi:

Tematsko polje: TRAN
Fusha tematike:

UNAPREĐENJE
DRUMSKOG
SAOBRAĆAJA

UNAPREĐENJE
ŽELEZNICKOG
SAOBRAĆAJA

DOBOŠANJE
TRANSPORTNIH-
USLUGA

1. IZGRAD
2. IZGRAD
3. ODRŽIV

1. REKON
2. IZGRAD
3. UGOVOR

1. PRISTU
2. IZGRAD
3. HODER

4.2.6.4. Transportation



The group participants within the transport sector put a joint group effort into reviewing the existing road and railway network and facilities, public transport services, and pedestrian and cycling conditions and suggesting necessary measures to be undertaken for improving the transport infrastructure (i.e. upgrading current roads or building new ones) and services.

The Vision Statement for the regional transport in northern Kosovo as following: *“A region with developed transport infrastructure in the service of the citizens.”*

Based on the thematic vision, goals and objectives, the participants presented the following transport improvement ideas into the regional map:

- Improvement of existing roads and construction of new road segments for linking villages with one another, and with urban areas;
- Building a new road in Mitrovica North to connect it with main roads, which would serve as an alternative to avoid passing through Zvečan;
- Undertaking a feasibility study for the highway connecting Mitrovica North and Jarinje, which would create good connection with other regional urban centers (Pristina, Pec/Peja, Nis, Belgrade, Novi Pazar, Podgorica);
- Renovating the existing railway and its facilities (i.e. ramps, signalization, etc.), as there is no need for constructing a new railway since the topographic characteristics of the region make it difficult;
- Renovating existing main bus and railway stations, and creating new bus stations in Zvečan and Zubin Potok and new railway stations in Mitrovica North.

During the presentations, Mr. Çitaku stated that the idea for the highway is a priority for the central level, therefore, MESP will work towards providing funds since it is under its jurisdiction. Currently, 75% of the roads in Kosovo are in good condition, but the aim is to increase this share to 100%. Good road infrastructure will attract potential investors. All four municipalities should prepare joint recommendations with all the ideas presented in the spatial plan to complement with the central development strategy (Kosovo Spatial Plan).

Table 17. Exercise VI results (translated in English), Group 4 – Transportation

Group: 4		Thematic field: TRANSPORTATION
Vision: A region with developed transport infrastructure in the service of citizens.		
Goals	Objectives	Activities
G1. Improvement of road traffic	O1.1. Construction of the Mitrovica – Jarinje highway.	A1.1.1. Ministry Approval
		A1.1.2. Property legal aspect
		A1.1.3. Project documentation, tender and performance
	O1.2. Construction of roads connecting all four municipalities.	A1.2.1. Memorandum of Cooperation between Municipalities
		A1.2.2. Consent of the municipality
		A1.2.3. Property relations - project, tender and performance
	O1.3. Sustainable urban mobility plan (SUMP).	A1.3.1. Municipal initiative and team formation
		A1.3.2. Methodology
		A1.3.3. Implementation of SUMP
G2. Improvement of rail transport	O2.1. Reconstruction of the existing railway line and modernization.	A2.1.1. Request to the competent ministry
		A2.1.2. Development of the projects
		A2.1.3. Execution of work
	O2.2. Construction of secondary infrastructure (ramps, traffic lights). O2.3. The possibility of expanding the network.	A2.2.1. Municipality's initiative
		A2.2.2. Development of the projects
		A2.2.3. Execution of work
G3. Improving transport services	O3.1. Access to public transport for all citizens.	A3.1.1. Citizens' initiative
		A3.1.2. The decision of the municipality to open new lines / railways between the existing ones
		A3.1.3. Implementation
	O3.2. Construction of the terminal for road and rail	A3.2.1. Creating an idea project
		A3.2.2. Request for funds

	transport (transshipment of goods).	A3.2.3. Implementation
	O3.3. Modernization of means of transport.	A3.3.1. Inform about legal regulations
		A3.3.2. Consider inter-municipal cooperation
		A3.3.3. Tender

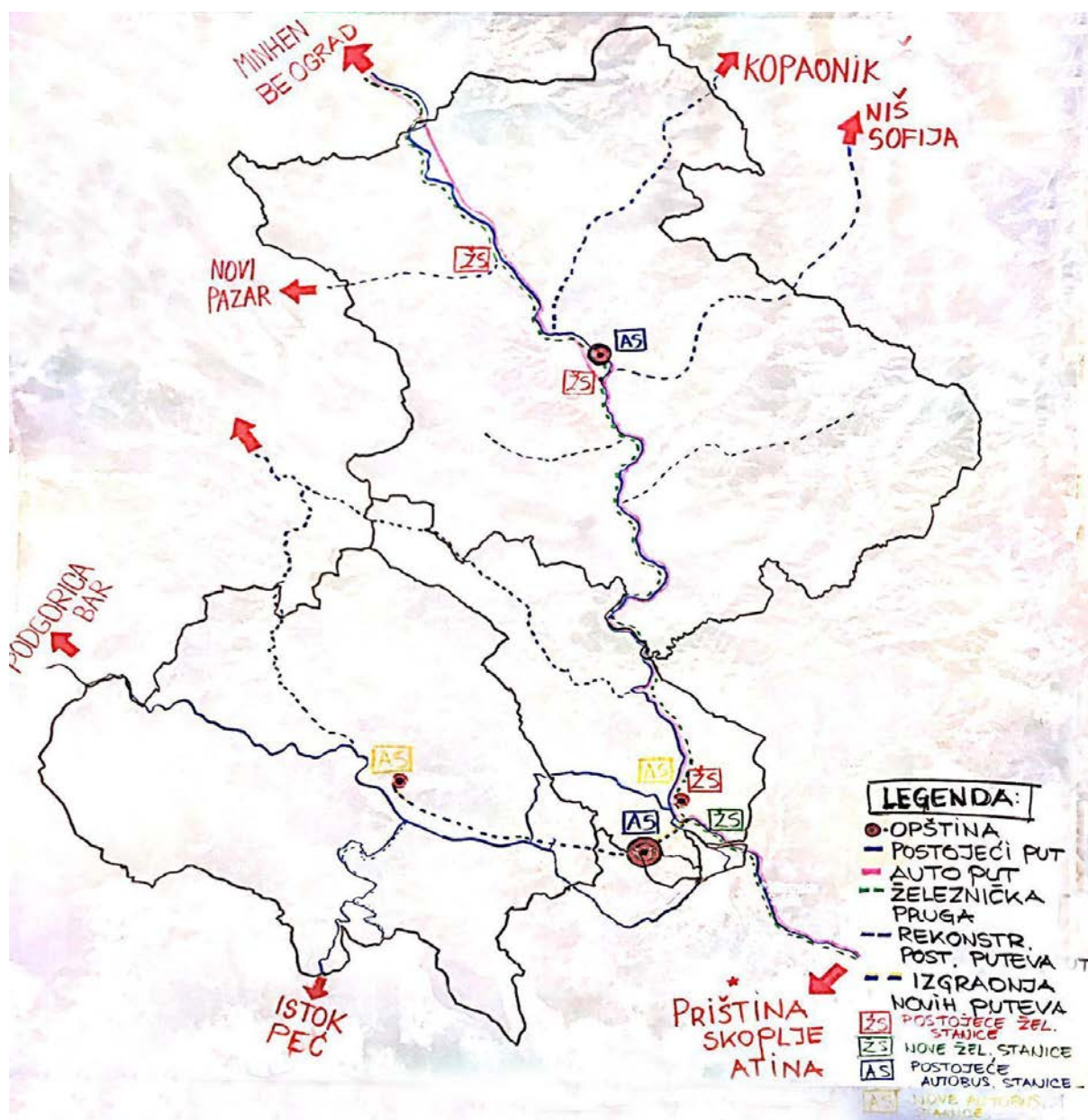


Figure 10. Mapped vision and goals for transportation development



4.2.6.5. The Regional Vision

The Regional Vision Statement was towards creating a region “recognized for its quality environment and cultural and historical heritage, socially regulated, with developed infrastructure, efficient institutions, and sustainable economic development”.



Figure 11. Regional vision design and statement

4.2.7. Exercise VII: Identifying synergies and contradictions of goals among the thematic groups

For the purpose of this exercise, working groups were mixed (by replacing some of their members with others from another thematic group) in order to assess the compatibility of goals and priorities among their fields (i.e. environment and transport, or economy and environment) and to identify potential synergies and contradictions.

The first group mix was set as following:

- Transportation and Social Aspect/Matters (housing, education and employment)
- Environment and Transportation
- Economy and Environment
- Social Aspect/Matters (housing, education and employment) and Economy (agriculture and tourism)

In the second group mix all the four groups converged into two, with those including:

- Environment and Social Aspect/Matters (housing, education and employment)
- Transportation and Economy (agriculture and tourism)

Assessment of compatibility was done based on the distributed evaluation model, which was a matrix including goals from two thematic fields. Through constructive discussion and argumentation (including the feedback provided by the Secretary of MESP, Mr. Arben Çitaku), these mixed groups defined the level of synergy and contradiction among their particular goals, and scaled them according to the proposed methodology and grades. At the end of the day, all groups presented their findings, synergies and contradictions, as well as measures to be undertaken.



4.2.7.1. Economy and Social Aspect/Matters

This particular group mix concluded that the objectives related to the decreasing of unemployment (within the Social Aspect/Matters field) positively correlates with all the objectives from the Economy group. On the other hand, modern industry and technology and skilled staff are also considered as highly connected to the all listed social objectives. Promotion of the education from the Social Aspect/Matters group is also highly related to the most of the objectives from the Economy group. Whereas, least interaction was noticed when it comes to the “qualitative housing” in relation with the Economy objectives, and the objectives related to tourism and agriculture in comparison with the social issues’ related objectives.

Level of synergies and contradictions, estimated by this mixed group according to the guidance and scale provided by the facilitators, is presented in the table below:

Table 18. Exercise VII results (translated in English), synergies and contradictions among Economy and Social Aspect/Matters

		SOCIAL ASPECT/MATTERS		
ECONOMY		G1	G2	G3
	G1	++	++	++
	G2	+	++	++
	G3	+	0	++
	G4	0	+	++
	Comments	<u>G1-G1</u> : The result of the technology is the modern materials that are used in the construction of quality apartments/flats. <u>G1-G2</u> : By the economic strengthening of the population strengthens the possibility of resolving the housing issue. <u>G1-G3</u> : Quality apartments/flats – better offer of accommodation capacities. <u>G1-G4</u> : No interaction.	<u>G2-G1</u> : A flexible education system contributes to improving professional capacity. <u>G2-G2</u> : Improving education contributes to the development of MPS. <u>G2-G3</u> : No interaction. <u>G2-G4</u> : Education of farmers contributes to better quality and quantity of agricultural products.	<u>G3-G1</u> : The development of an industry leads to a reduction in unemployment. <u>G3-G2</u> : The development of private entrepreneurship leads to self-employment. <u>G3-G3</u> : The development of the tourism opens the possibility of new jobs. <u>G3-G4</u> : Creation of commercial agricultural holdings (self-employment + new jobs).

4.2.7.2. Economy and Environment

The mixture of Economy and Environment groups placed the stress on the general idea that the improvement in the economy will contribute to a healthier and more developed environment. The actual combination of objectives correlates in instances when modern technology with the usage of air filters, mandatory recycling and the increased usage of renewable energy in production directly contributes to the environment. Another compatibility matter was on raising awareness with farmers about the controlled usage of chemicals and the solid waste management. Regarding specific areas, an argument was made that by developing economy the farmers' production, sales and marketing will be increased. In general, the results are very compatible, thus the synergies and contradictions levels, estimated by this group and according to the guidance and scale provided by the facilitators presents as following:

Table 19. Exercise VII results (translated in English), synergies and contradictions among Economy and Environment

		ENVIRONMENT			
ECONOMY		G1	G2	G3	G4
	G1	+-	+-	0	+
	G2	+	+	+	+
	G3	++	++	++	++
	G4	+	++	+	++
	Comments	<p><u>G1-G1</u>: Modern technology in use, modernized, use of filters and thus it reduces pollution. – Because of the time it takes to establish everything. <u>G1-G2</u>: Using natural resources but using modern technology is going to provide care of but it takes time. The connection /influence, industry and nature is always a risk. <u>G1-G3</u>: No interaction. <u>G1-G4</u>: Potential compatibility, currently incompatible, time plays a big role.</p>	<p><u>G2-G1</u>: With the support of SMEs, conservation and environmental will increase awareness. <u>G2-G2</u>: There is synergy but at a level where there is no direct interaction, potential compatibility. <u>G2-G3</u>: If we look at trade and transport, those who come from a folder, produce. There is a connection, potential compatibility. <u>G2-G4</u>: There is interaction, compliance with legal requirements is required. Nature, trade and small entrepreneurship.</p>	<p><u>G3-G1</u>: Significant compatibility. The connection of natural resources to the environment. <u>G3-G2</u>: Significant compatibility. The connection of natural resources to the environment. <u>G3-G3</u>: Significant compatibility. The connection of natural resources to the environment. <u>G3-G4</u>: Significant compatibility. The connection of natural resources to the environment.</p>	<p><u>G4-G1</u>: Product placement. <u>G4-G2</u>: Agriculture and preservation of existing resources. <u>G4-G3</u>: Awareness raising with all citizens involved in agricultural production, land use and take care of not to distribute waste. <u>G4-G4</u>: Direct connection, significant compatibility.</p>

4.2.7.3. Environment and Social Aspect/Matters

The relation of the objectives for Environment and Social Aspect/Matters group are in general considered compatible. For instance, the improvement of education system (creating a professional staff for the preservation of the environment) correlates with the objectives set for the environment. Furthermore, the environmental group objectives have a good correlation with the improved conditions for housing, whilst the group found notably small synergy in the decrease of unemployment with the environmental issues.

The overall conclusion is that healthy environment directly affects the quality of housing. Level of synergies and contradictions is presented in the table below.

Table 20. Exercise VII results (translated in English), synergies and contradictions among Environment and Social Aspect/Matters

SOCIAL ASPECT/MATTERS				
ENVIRONMENT		G1	G2	G3
	G1	++	+	0
	G2	+	++	-
	G3	0	++	0
	G4	++	++	0
	Comments	<u>G1-G1</u> : Healthy environment directly affects the quality of housing. <u>G1-G2</u> : Providing sustainable housing with the conservation of natural resources. <u>G1-G3</u> : No interaction. <u>G1-G4</u> : Rational use of water and reduction of wastewater system.	<u>G2-G1</u> : Raising the level of education about the environment in the education system. <u>G2-G2</u> : Through the education system, creating an expert staff for the preservation of the environment. <u>G2-G3</u> : Through the education system, creating an expert staff for the preservation of the environment. <u>G2-G4</u> : Rational use of water and reduction of wastewater system.	<u>G3-G1</u> : No interaction. <u>G3-G2</u> : Conflict in terms of preserving natural resources in rural areas. <u>G3-G3</u> : No interaction. <u>G3-G4</u> : No interaction.

4.2.7.4. Transportation and Social Aspect/Matters

Regarding the combination of Transportation and Social Aspect/Matters the joint work mostly stated that the first combination of first three objectives were highly compatible. Improved road infrastructure impacts the quality of housing, built environment, access to the institutions, and improvement of the education system. It also enables an easy access to employment areas, transport of goods and services, and attracts investors; thus, contributing towards the reduction of unemployment levels. Improvement of the transport services and access of the public transport to the rural areas lead to improved housing conditions, easier access to the job and educational institutions. On the other hand, improvement of the railways has a less positive impact than the impact of the roads. The group identified and prioritized road transport to the railroad transport with regards to the improvement of the Social Aspect/Matters. The presented table below indicates the outcome of the group.

Table 21. Exercise VII results (translated in English), synergies and contradictions among Transportation and Social Aspect/Matters

		SOCIAL ASPECT/MATTERS		
TRANSPORTATION		G1	G2	G3
	G1	++	0	++
	G2	+	0	+
	G3	++	+	++
	Comments	G1-G1: Improved traffic infrastructure affects the quality of housing, the construction and availability of institutions. G1-G2: Affects the quality of housing. G1-G3: Accessibility of public transport to rural areas.	G2-G1: No interaction. G2-G2: No interaction. G2-G3: Accessibility of public transportation to educational institutions.	G3-G1: Efficient transport attracts investors. G2-G2: Affects access to work zones, affects the placement of goods. G2-G3: Availability of workplaces.

4.2.7.5. Environment and Transportation

Within the scope of group mix of Environment and Transportation most of the aspects are correlated with few exceptions. The goals of the Environment group clearly corresponded to the goals of the Transportation group, as for instance the “preservation and enhancement of the built urban environment” corresponded to most of the goals of the Transportation group like “enhancement of road traffic”, “enhancement of railway traffic” and “improvement of transportation services”. The group synergy was mostly compatible in the reduction of risks and negative impact of people to the environment versus the improvement of transportation services, where groups agreed that by reduction of CO2 emissions through the use of more environmentally friendly measures within the transportation services could much contribute to their common goal. The group did not reflect the fourth goal of the Environment group that is “enhanced management of the water resources”, but has compensated much of the others goals. The comparison of different group goals and its synergy is represented in the table below.

Table 22. Exercise VII results (translated in English), synergies and contradictions among Transportation and Environment

		ENVIRONMENT			
TRANSPORTATION		G1	G2	G3	G4
	G1	++	++	++	0
	G2	+	+-	+	0
	G3	++	+	++	+
	Comments	<u>G1-G1</u> : As the world's largest pollutant, road traffic directly affects the preservation and improvement of the built urban environment. Reduction of road traffic affects many aspects related to environmental protection. <u>G1-G2</u> : Railway traffic is not a big pollutant and less impact on the environment, but there is room for improvement. Replacing the existing infrastructure with a new one (e.g. Trains). <u>G1-G3</u> : Improvement of transport services (new transport, reconstruction of existing ones) directly affects the quality of the environment in urban settlements.	<u>G2-G1</u> : Road traffic affects both the urban and the rural environment, and the impact is direct. <u>G2-G2</u> : Railway traffic and its impact on rural areas is uncertain, since such traffic is more focused on urban areas. <u>G2-G3</u> : Transport services are a broad term (road transport, rail, water etc.) and as such have a partial positive impact on rail traffic if they are repaired.	<u>G3-G1</u> : Improvement of road traffic directly and mostly affects air quality. <u>G3-G2</u> : Railway traffic partially affects the connection, but its impact on air quality is small compared to some other transport branches. <u>G3-G3</u> : Impact is direct (new buses, gasoline instead of diesel, lower gas emissions).	<u>G4-G1</u> : No direct interaction with road and rail traffic in relation to water resources and their management. <u>G4-G2</u> : No direct interaction. <u>G4-G3</u> : Special quality of transport services (boats, speedboats) has a drastic impact on the improved management of water resources (lakes, rivers).

4.2.7.6. Transportation and Economy

Improvement of the transport services leads to efficient transport of goods and services and development of tourism with modern transportation vehicles. Enhancement of the road network, especially the construction of the highway have positive impact on all economy aspects (improved transport of goods and services, improvement of the tourism). Improvement of the railways has a positive impact through cheap transport of tourists, goods and services. It is recommended to connect Zubin Potok with railway transportation network. Synergies and contradictions of objectives are listed in the table below.

Table 23. Exercise VII results (translated in English), synergies and contradictions among Transportation and Economy

		ECONOMY			
TRANSPORTATION		G1	G2	G3	G4
	G1	++	++	++	++
	G2	++	+	+	0
	G3	++	++	++	+
	Comments	G1-G1: Modern roads follow the modernization of the industry. G1-G2: Connection of the Zubin Potok/ recommendations/ inexpensive transport of goods. G1-G3: Fast placement of goods and economic justification.	G2-G1: Improved placement of goods and services. G2-G2: Connection of Zubin Potok/easier placement of goods. G2-G3: Free placement of goods and economic justification.	G3-G1: Unified Road Infrastructure – Improving Tourism. G3-G2: Cheap transport of tourists/ recommendations/ Connecting Zubin Potok. G3-G3: Attracting tourists with modern means of transport.	G4-G1: Improved placement of goods and services. G4-G2: No interaction. G4-G3: May have a positive impact on the placement of goods.



5. Further steps/follow up activities

The outcome of the RVW will serve as a basis for further strategic planning for the northern Kosovo region and as guidance for municipalities' spatial, economic and social development (through their respective MDPs). While the municipalities of Mitrovica North, Zvecan, Zubin Potok and Leposavic are currently in the process of preparing their respective Municipal profiles (data gathering and interpretation of the current condition for their respective MDPs), followed by Situation analysis (assessment of the current condition and trends and projection of potential future demographic or economical changes), the regional vision and related goals/ objectives will serve as a basis for formulating the Spatial development framework, respectively in the course of local visioning and planning processes). During the upcoming local visioning workshops, municipalities will delve into their specific potentials and challenges, opportunities and threats, vision, goals/ objectives, and priorities, while taking into consideration the regional context and vision.

The outcome of the RVW may serve in the following ways:

- As a substantive guidance for spatial planning in the regional and Kosovo-wide context;
- As a direction for partner municipalities' spatial, economic and social development-through their respective MDP's or other local sectoral planning documents);
- As a mean for strengthen inter-municipal and inter-institutional cooperation, coordination and as a guidance for development and implementation of joint projects;
- As a transitional guidance for development and investment orientation at the regional and local level, both for local and central authorities/ institutions, as well as for international governmental and non-governmental organizations.

6. Conclusion

The RVW has been considered successful by the participants, based on the workshop evaluation results upon its ending. Municipalities' representatives expressed their gratitude for participating in the workshop, which they considered beneficial for their spatial planning processes, as well as for inter-municipal cooperation. Whereas, MESP, MLGA and UN-Habitat committed to continue supporting northern municipalities in Kosovo in becoming healthy places with developed economies and better living conditions for the citizens, through the preparation of their spatial development documents.

List of references

1. UN-Habitat. 2012. Visioning as Participatory Planning Tool: Learning from Kosovo Practices.
2. UN-Habitat. 2018. MDP (2009-2025+) Mitrovica South Evaluation Report.

Annexes

A. List of participants

No.	Name and Surname	Position and Institution/Organization
1.	Arben Citaku	Secretary General, Ministry of Environment and Spatial Planning
2.	Arben Recaj	Head of Division, Division for Research and Evaluation, Institute for Spatial Planning, Ministry of Environment and Spatial Planning
3.	Arijeta Himaduna	Program Officer – Liaison, Gender and Civil Society, UN-Habitat Kosovo Programme
4.	Artan Rexhepi	Programme Management Officer/Head of PMU, UN-Habitat Kosovo Programme
5.	Bojan Milosavljevic	Representative, Association for Socio-Economic Development, Non-Governmental Organization
6.	Bojan Stamenkovic	Deputy Mayor, Municipality of Kamenica
7.	Bojan Stojanovic	Legal officer, Department of Urbanism, Municipality of Gracanica
8.	Boro Markovic	Construction Inspector, Municipality of Mitrovica North
9.	Danijela Mojsilovic	Member, Municipal Planning Team, Municipality of Zubin Potok
10.	Dejan Jovanovic	Head of Department, Department of Urbanism, Municipality of Gracanica
11.	Dejan Krsmanovic	Head of Department, Department of Urbanism, Geodesy and Cadastre, Municipality of Mitrovica North
12.	Dejan Markovic	Technical Assistant for Spatial Planning, Institute for Spatial Planning, Mitrovica North, Ministry of Environment and Spatial Planning
13.	Dejan Miljkovic	Officer for Norms and Spatial Planning, Department of Urbanism, Geodesy and Cadaster, Municipality of Mitrovica North
14.	Dragoljub Stasic	Planning Adviser, UN-Habitat Kosovo Programme
15.	Dubravka Nickovic	Head of Department, Department for Public Services, Municipality of Zvecan
16.	Fjolle Caka	Assistant – Planning Adviser, UN-Habitat Kosovo Programme
17.	Goran Lazovic	Head of Department for Urban and Spatial Planning, Environmental Protection, Property and Public Housing, Municipality of Leposavic
18.	Gwendoline Mennetrier	Chief Technical Adviser, UN-Habitat Kosovo Programme
19.	Marko Rakic	Executive Director, Link, Non-Governmental Organization
20.	Jelena Aksentijevic	Assistant – Planning Adviser, UN-Habitat Kosovo Programme
21.	Lazar Rakic	Project Manager, Community Building Mitrovica, Non-Governmental Organization
22.	Leutrim Sahiti	Advisor, Minister's Cabinet, Ministry of Environment and Spatial

		Planning
23.	Lumnije Demi	Head of Department for Inter-Municipal Cooperation, Ministry of Local Government Administration
24.	Marina Blagojevic	Professional expert, Urban Planning, Municipality of Leposavic
25.	Marina Rakic	Professional expert, Economy and Agricultural Development, Municipality of Leposavic
26.	Mehmet Thaci	Planning Officer, Department of Urbanism, Municipality of Kamenica
27.	Milan Branovic	Citizen Access Adviser, UN-Habitat Kosovo Programme
28.	Milos Timotijevic	Representative, AKTIV, Non-Governmental Organization
29.	Mirjana Stanojevic	Officer for Urban Planning, Department of Urbanism, Municipality of Gracanica
30.	Mirlinda Lataj	Head of Division for European Integration, Ministry of Environment and Spatial Planning
31.	Modest Gashi	Planning Adviser, UN-Habitat Kosovo Programme
32.	Nadica Hristov	Head of Department, Department of Urbanism and Inspection, Municipality of Zvecan
33.	Natasa Aksentijevic	Officer for Constructions, Department of Urbanism and Inspection, Municipality of Zvecan
34.	Radenko Milenkovic	Member, Municipal Planning Team, Municipality of Zubin Potok
35.	Razvigor Rakic	Head of Department, Department of Urbanism, Municipality of Zubin Potok
36.	Sanja Lazarevic	Citizen Access Adviser, UN-Habitat Kosovo Programme
37.	Servet Spahiu	Head of Department, Department for Spatial Planning, Construction and Housing, Ministry of Environment and Spatial Planning
38.	Sibel Gutiq	Executive Officer, Ministry of Local Government Administration
39.	Sladjana Milic	Member, Municipal Planning Team, Municipality of Zubin Potok
40.	Stevan Djokic	Head of Personnel, Mayor's Cabinet, Municipality of Zvecan
41.	Tomislav Katic	Secretary, Red Cross, Zvecan, Non-Governmental Organization
42.	Visar Salihu	Spatial Planning Officer, UN-Habitat Kosovo Programme
43.	Vladica Balovic	Technical Assistant for Spatial Planning, Institute for Spatial Planning, Leposavic, Ministry of Environment and Spatial Planning
44.	Zana Sokoli	Planning Adviser, UN-Habitat Kosovo Programme
45.	Zoran Vladislavljevic	Construction Inspector, Department of Inspection, Leposavic, Ministry of Environment and Spatial Planning
46.	Zorica Timotijevic	Professional Expert, Environmental Protection, Municipality of Leposavic

47.	Adem Llabjani	Operations/Logistics Assistant, UN-Habitat Kosovo Programme
48.	Gazmend Konjufca	Assistant, Secretary General's Office, Ministry of Environment and Spatial Planning

B. Working groups participant lists

1 st round of exercises (6 groups)	2 nd round of exercises (4 groups)
<p><u>Group 1 – Economy</u> Facilitators: Visar Salihu & Lazar Rakic Participants: Stevan Djokic, Sladjana Milic, Danijela Mojsilovic, Sibel Gutic, Marko Rakic</p> <p><u>Group 2 – Environment</u> Facilitators: Zana Sokoli & Dragoljub Stasic Participants: Boro Markovic, Zorica Timotijevic, Zoran Vladislavljevic, Mirjana Stanojevic, Milos Timotijevic</p> <p><u>Group 3 – Education & Employment</u> Facilitators: Sanja Lazarevic Participants: Bojan Stojanovic, Lumnije Demi, Bojan Milosavljevic, Mirlinda Lataj</p> <p><u>Group 4 – Transportation</u> Facilitators: Modest Gashi Participants: Dejan Miljkovic, Goran Lazovic, Radenko Milenkovic, Arben Rrecaj, Vladica Balovic</p> <p><u>Group 5 – Tourism & Agriculture</u> Facilitators: Milan Branovic Participants: Marina Rakic, Dejan Markovic, Natasa Aksentijevic, Dejan Jovanovic, Mehmet Thaci</p> <p><u>Group 6 – Housing</u> Facilitators: Jelena Aksentijevic & Fjolle Caka Participants: Dejan Krsmanovic, Marina Blagojevic, Nadica Hristov, Razvigor Rakic, Tomislav Katic</p>	<p><u>Group 1 – Economy (Agriculture, Tourism, Industry)</u> Facilitators: Modest Gashi & Milan Branovic Participants: Danijela Mojsilovic, Dejan Markovic, Dejan Jovanovic, Lumnije Demi, Marina Rakic, Mehmet Thaci, Natasa Aksentijevic, Sibel Gutic.</p> <p><u>Group 2 – Environment</u> Facilitators: Zana Sokoli & Dragoljub Stasic Participants: Marko Rakic, Zorica Timotijevic, Milos Timotijevic, Lazar Rakic, Zoran Vladislavljevic, Sladjana Milic</p> <p><u>Group 3 – Social Aspect/Matters (Housing, Education, Employment)</u> Facilitators: Visar Salihu & Lazar Rakic Participants: Dejan Krsmanovic, Marina Blagojevic, Nadica Hristov, Razvigor Rakic, Tomislav Katic, Mirlinda Lataj.</p> <p><u>Group 4 – Transportation</u> Facilitators: Sanja Lazarevic & Jelena Aksentijevic Participants: Arben Rrecaj, Dejan Miljkovic, Dubravka Nickovic, Goran Lazovic, Radenko Milenkovic, Vladica Balovic, Boro Markovic</p>

C. Workshop exercises original results

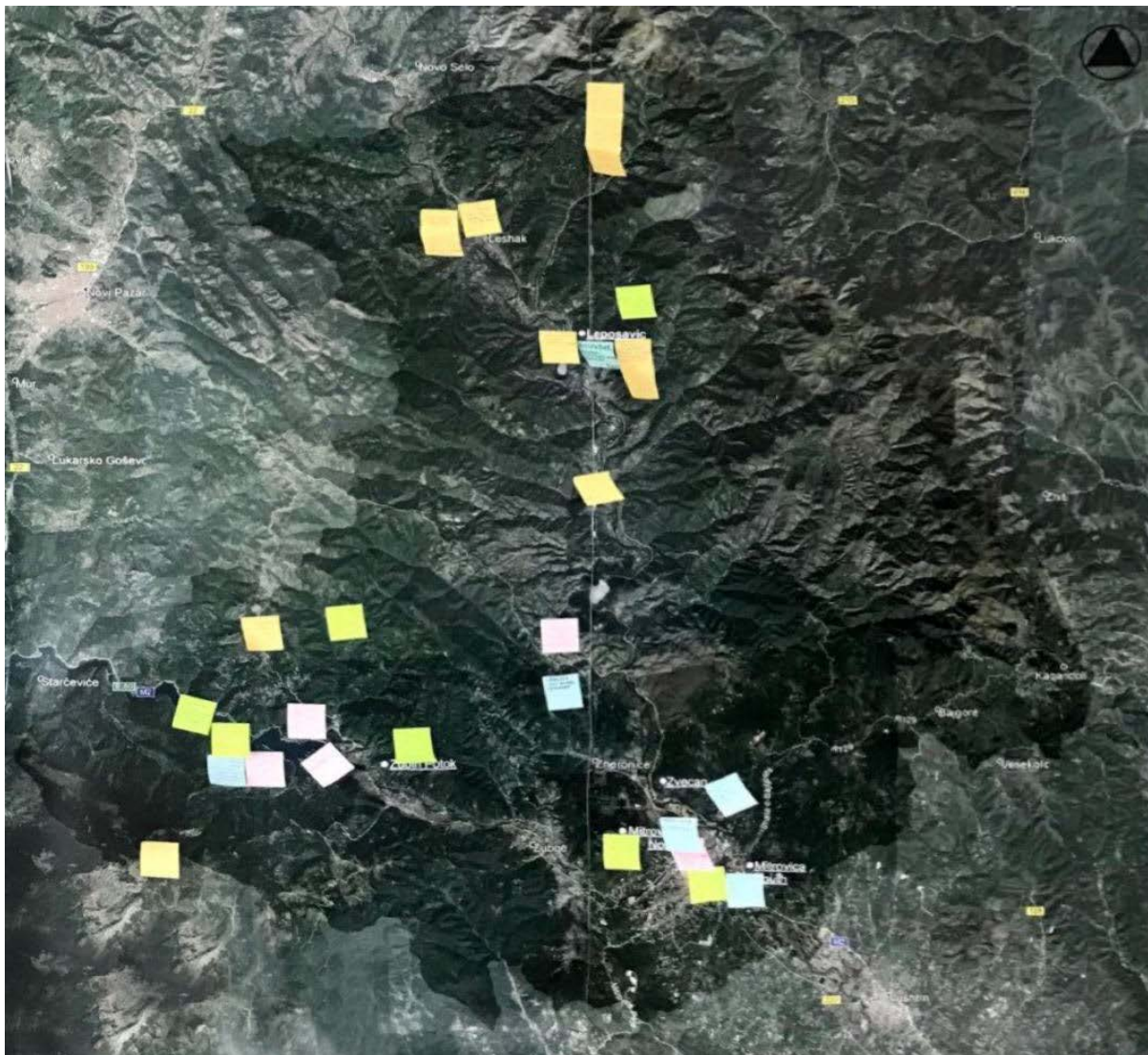


Figure 12. Map of the virtual study tour



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