



INCLUSIVE DEVELOPMENT PROGRAMME
PROGRAMI PËR ZHVILLIM GJITHËPËRFSHIRËS
PROGRAM SVEOBUEHVATNOG RAZVOJA

MUNICIPAL VISIONING WORKSHOP

- North Mitrovica and Zvecan -



27.02. 2020 – 02.03.2020

Ohrid, North Macedonia

INCLUSIVE DEVELOPMENT PROGRAMME

Ministries Building "Rilindja", 10th Floor, Prishtina, Kosovo, Tel: +381 38 200 32611, office@unhabitat-kosovo.org

A programme implemented by:



and financed by:

SWEDISH
DEVELOPMENT
COOPERATION





Municipal Visioning Workshop Report – North Mitrovica and Zvecan

All rights reserved © 2020

United Nations Human Settlements Programme (UN-Habitat)

Inclusive Development Programme

Ministries Building Rilindja, 10th Floor, 10 000 Pristina, Kosovo

www.unhabitat.org | www.unhabitat-kosovo.org

Authors and contributors

Principal authors: Dragana Milutinovic and Jelena Aksentijevic

Reviewer: Gwendoline Mennetrier

Main Contributors: Arijeta Himaduna, Dragoljub Stasic, Modest Gashi, Sanja Lazarevic and Milan Branovic

Contributors: Anais Thizy and Kenan Beqiri

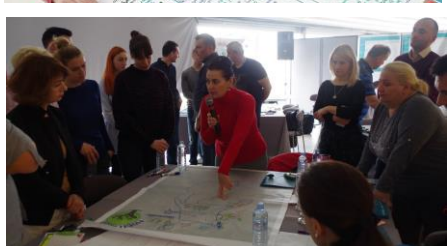
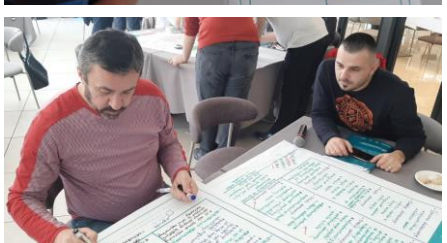
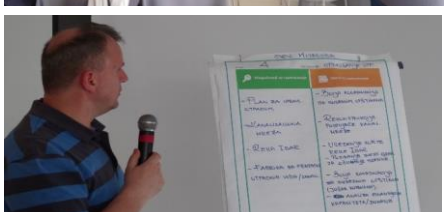
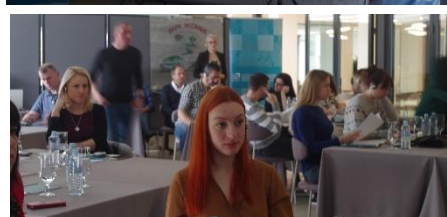
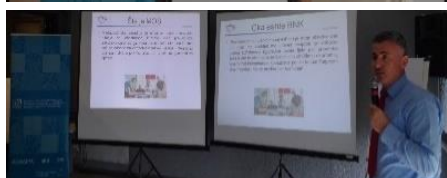
Pictures, maps and diagrams used in this report are courtesy of UN-Habitat Kosovo, unless stated otherwise. They may be reproduced as long as the source is printed with the pictures, maps or diagrams © UN-Habitat Kosovo.

DISCLAIMER

The designations employed and the presentation of the material in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or regarding its economic system or degree of development. Views expressed in this publication do not necessarily reflect those of the United Nations Human Settlements Programme, the United Nations, or its Member States. Excerpts may be reproduced without authorization, on condition that the source is indicated.

For UN-Habitat, all references are made without prejudice to positions on status and are in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence

Table of Content:



| | | |
|----------|---|-----------|
| 1 | EXECUTIVE SUMMARY | 7 |
| 2 | INTRODUCTION | 11 |
| 3 | PRESENTATIONS: | 13 |
| | 3.1. An overview on the regional visioning conclusions and recommendations – Modest Gashi, UN-Habitat | |
| | 3.2. Municipal cooperation in field of economic development – Besim Myrtezani, MLGA | |
| | 3.3. Vision and concept of spatial planning – Luan Nushi, Institut for spatial planning | |
| | 3.4. State of place of MDP process – Municipal profile (North Mitrovica and Zvecan) – municipal representatives | |
| | 3.5. Gender mainstreaming- Ways forward towards the gender strategic framework – Sanja Lazarevic, UN-Habitat | |
| | 3.6. Capital investment facility – Dragoljub Stasic and Jelena Aksentijevic, UN-Habitat | |
| | 3.7. The process of defining the important areas/ fields towards developing objectives and vision – municipal representatives | |
| 4 | EXERCISES AND RESULTS: | 15 |
| | 4.1. Gender mainstreaming-Ways forward towards the gender strategic framework | 15 |
| | 4.2. Memory map | 21 |
| | 4.3. Defining values/assets and problems/constraints | 24 |
| | 4.4. Defining opportunities/measures | 33 |
| | 4.5. Defining and mapping Visions, goals, objectives and related activities for each thematic field | 41 |
| | 4.6. Defining common vision for each municipality – Vision logo | 57 |
| | 4.7. Synergies and contradictions between goals of municipalities | 59 |
| 5 | CONCLUSION AND FURTHER STEPS | 62 |
| 6 | PARTICIPANTS LIST | 63 |

List of figures

| | |
|---|----|
| Figure 1. Opening of the workshop – welcoming notes..... | 11 |
| Figure 2. Workshop participants working on the gender exercises..... | 15 |
| Figure 3. Workshop participants working on prioritize thematic fields..... | 17 |
| Figure 4. Workshop participants putting stickers with improvement suggestion on the prioritize thematic fields..... | 19 |
| Figure 5. Workshop participants putting stickers with improvement suggestion on the prioritize thematic fields..... | 20 |
| Figure 6. Memory map (visual representation) of North Mitrovica..... | 21 |
| Figure 7. Memory map (visual representation) of Zvecan..... | 22 |
| Figure 8. Workshop participants working on the municipal memory map..... | 22 |
| Figure 9. Workshop participants presenting their memories..... | 23 |
| Figure 10. Workshop participants working on the municipal memory map..... | 23 |
| Figure 11. Workshop participants working on the identification of major values/assets and related constraints/problems..... | 25 |
| Figure 12. Participants working on the identification of major values and related constraints..... | 27 |
| Figure 13. Participants working on the identification of major values and related constraints..... | 30 |
| Figure 14. Participants working on the identification of major values and related constraints..... | 32 |
| Figure 15. Participants working on the identification of major values and related constraints..... | 32 |
| Figure 16. Presentation of identified opportunities for development and measures to be taken..... | 33 |
| Figure 17. Working group identified opportunities for development and measures to be taken..... | 34 |
| Figure 18. Working group identified opportunities for development and measures to be taken..... | 36 |
| Figure 19. Working group identified opportunities for development and measures to be taken..... | 36 |
| Figure 20. Working group identified opportunities for development and measures to be taken..... | 37 |
| Figure 21. Working group identified opportunities for development and measures to be taken..... | 38 |
| Figure 22. Presentation of identified opportunities for development and measures to be taken..... | 39 |
| Figure 23. Map and Vision logo for health – North Mitrovica..... | 42 |
| Figure 24. Presentation of Vision, goals and objectives and related activities..... | 42 |
| Figure 25. Map and vision logo for education – North Mitrovica..... | 44 |
| Figure 26. Presentation of Vision, goals and objectives converted to the map..... | 44 |
| Figure 27. Map and vision logo for mobility – North Mitrovica..... | 46 |
| Figure 28. Presentation of Vision, goals and objectives converted to the map..... | 46 |
| Figure 29. Map and Vision logo for environment – North Mitrovica..... | 48 |
| Figure 30. Presentation of Vision, goals and objectives and related activities..... | 48 |
| Figure 31. Map and vision logo for agriculture and forestry – Zvecan..... | 50 |
| Figure 32. Presentation of Vision, goals and objectives and related activities..... | 50 |
| Figure 33. Map and Vision logo for the road infrastructure/mobility – Zvecan..... | 52 |
| Figure 34. Presentation of Vision, goals and objectives converted to map..... | 52 |
| Figure 35. Map and Vision logo for environment – Zvecan..... | 54 |
| Figure 36. Map and vision logo for education and social welfare – Zvecan..... | 56 |
| Figure 37. Presentation of Vision, goals and objectives converted to map..... | 56 |
| Figure 38. Vision and vision logo for municipalities of North Mitrovica and Zvecan..... | 57 |
| Figure 39. Presentation of Declaration of Vision for North Mitrovica..... | 58 |
| Figure 40. Presentation of Declaration of Vision for Zvecan..... | 58 |
| Figure 41. Workshop participants working jointly to identify potential synergies and contradictions between the goals of two municipalities..... | 59 |

List of tables

4.1. Gender mainstreaming- Ways forward towards the gender strategic framework.....15

| | |
|---|----|
| Table 1. Results of Exercise I, Priority field 1 – Education..... | 16 |
| Table 2. Results of Exercise I, Priority field 2 – Ownership of land and property..... | 16 |
| Table 3. Results of Exercise I, Priority field 3 – Employment and employment opportunities..... | 17 |
| Table 4. Results of Exercise I, Priority field 4 – Policy and decision making..... | 17 |
| Table 5. Results of Exercise I, Priority field 1 – Health..... | 18 |
| Table 6. Results of Exercise I, Priority field 2 – Employment and employment opportunities..... | 18 |
| Table 7. Results of Exercise I, Priority field 3 – Policy and decision making..... | 19 |
| Table 8. Results of Exercise I, Priority field 4 – Transport and mobility..... | 20 |

4.3. Exercise III: Identifying Value/Assets and Constrains/Problems.....24

| | |
|--|----|
| Table 9. Results of Exercise III. Group 1 - Health..... | 24 |
| Table 10. Results of Exercise III. Group 2 - Education..... | 25 |
| Table 11. Results of Exercise III. Group 3 - Mobility/ public spaces..... | 26 |
| Table 12. Results of Exercise III, Group 4 - Environment..... | 27 |
| Table 13. Results of Exercise III, Group 1 - Agriculture and forestry..... | 28 |
| Table 14. Results of Exercise III, Group 2 - Road Infrastructure/mobility..... | 29 |
| Table 15. Results of Exercise III, Group 3 - Environment..... | 30 |
| Table 16. Results of Exercise III, Group 4 - Education and Social Welfare..... | 31 |

4.4. Exercise IV: Identifying Opportunities/Measures to be taken33

| | |
|---|----|
| Table 17. Results of Exercise IV, Group 1 – Health..... | 33 |
| Table 18. Results of Exercise IV, Group 2 – Education..... | 34 |
| Table 19. Results of Exercise IV, Group 3 – Mobility/ public spaces..... | 35 |
| Table 20. Results of Exercise IV, Group 4 – Environment..... | 36 |
| Table 21. Results of Exercise IV, Group 1 – Agriculture and forestry..... | 37 |
| Table 22. Results of Exercise IV, Group 2 – Road infrastructure/mobility..... | 38 |
| Table 23. Results of Exercise IV, Group 3 - Environment | 39 |
| Table 24. Results of Exercise IV, Group 4 - Education and Social welfare..... | 40 |

4.5. Exercise V: Defining and mapping the Visions, goals and objectives and related activities for thematic groups41

| | |
|---|----|
| Table 25. Results of Exercise V, Group 1 – Health..... | 41 |
| Table 26. Results of Exercise V, Group 2 – Education..... | 43 |
| Table 27. Results of Exercise V, Group 3 – Mobility/ public spaces..... | 45 |
| Table 28. Results of Exercise V, Group 4 - Environment | 47 |
| Table 29. Results of Exercise V, Group 1 – Agriculture and forestry..... | 49 |
| Table 30. Results of Exercise V, Group 2 – Road infrastructure/ mobility..... | 51 |
| Table 31. Results of Exercise V, Group 3 – Environment | 53 |
| Table 32. Results of Exercise V, Group 4 - Education and Social Welfare..... | 55 |

4.7. Exercise VII: Synergies and contradictions between Goals.....59

| | |
|---|----|
| Table 33. Results of Exercise VII, Synergies and contradictions between Goals of Zvečan and North Mitrovica municipalities..... | 60 |
|---|----|

List of acronyms

| | |
|-------------------|--|
| UN-Habitat | United Nations Human Settlements Programme |
| CSO | Civil Society Organization |
| GIS | Geographic Information System |
| ISP | Institute for Spatial Planning |
| MDP | Municipal Development Plan |
| MIE | Ministry of Infrastructure and Environment |
| MLGA | Ministry of Local Government Administration |
| MoU | Memorandum of Understanding |
| MZM | Municipal Zoning Map |
| SDG | Sustainable Development Goals |
| SEA | Strategic Environmental Assessment |
| ZMK | Zoning Map of Kosovo |
| SIDA | Swedish Agency for Development and Cooperation |
| CBM | Community Building Mitrovica |
| CIF | Capital Investment Facility |
| EUOK | European Union Office in Kosovo |
| NGO | Non-Governmental Organization |
| SUMP | Sustainable urban mobility plan |
| WMP | Waste management plan |
| LEAP | Local ecological action plan |
| PS | Primary school |
| MA | Municipal assembly |
| PTD | Project technical documentation |

Overview of the workshop

Municipal visioning workshop gathered participants from North Mitrovica and Zvečan in order to comprise the ideas of different stakeholders for short-term and long-term development of respective municipalities. Through set of exercises devised for the visioning process, participants determined values and potentials towards the creation of the vision, goals and objectives considering challenges and constraints.

Expected results

- fruitful outcomes (visions, goals, objectives) to be used as profound base for spatial development concept of the respective MDPs
- enhanced inter-municipal cooperation - synergies for potential CIF joint project proposals
- improved cooperation between local level and central government

Workshop presentations

- UN-Habitat presented conclusions from the regional visioning workshop, gender mainstreaming – ways forward and Capital Investment Facility
- MLGA presented intermunicipal cooperation in field of economic development
- MIE introduced to the topic of Vision and concept of spatial development
- Municipalities presented municipal profiles of MDPs and process of identification of priority areas for development
- MIE emphasized that development of **Vision** is mandatory by the Law and local vision has to be in line with the vision on the central level.
- Participants were encouraged to start with application process for **CIF** despite their concerns regarding budget allocations and problems will be resolved during the process













Exercises and outcomes

As part of development of a **Gender Strategic Framework** aimed at fostering gender mainstreaming at the local level, participants answered the questions about desired future in this field with respect to the challenges. Main issues in prioritized fields are:

| North Mitrovica | Zvečan |
|--|--|
| - improved conditions in <i>education</i> for all groups; harmonization with labor market; | - medical equipment, inaccessibility for people with disabilities, care for residents in rural areas, promotion of preventive <i>health</i> ; |
| - women exercise full rights to <i>inheritance and property</i> , despite obstacles in customs-tradition, especially in rural areas; | - <i>transport</i> : streets to be walkable for disabled people and parents with strollers; issue with bad condition of roads in rural areas; |
| - to achieve equality in <i>decision-making</i> and increase active <i>political</i> representation of women | - socio-economic empowerment of women, especially in rural areas to participate actively in <i>political and decision-making processes</i> |
| - highest unemployment rate among youth, women and people with disabilities; to build a center for non-formal education and opportunities for <i>self-employment</i> | - subsidizing women's entrepreneurship, particularly in rural areas, establishing long-day care for school children; equal conditions in the competition for <i>employment</i> |

Visioning process began with a reflection on the PAST – creation of the **memory map** with participant's nostalgic memories.

In PRESENT, our **values/assets** and **problems/constraints** were listed for each priority thematic field, as well as the appropriate **opportunities** and **measures** that are derived from them.

| North Mitrovica | | Zvecan | |
|--|------------|--|------------|
| Values | Problems | Values | Problems |
| ↓ Opportunities | ↓ Measures | ↓ Opportunities | ↓ Measures |
|  -existing tertiary <i>health</i> infrastructure (hospital, medical faculty, etc.) needs improvements and investments, experienced staff to be more professional and kind to patients; additional trainings to medical personnel. | |  - consolidation of arable land parcels; education of farmers; allocation of funds for market facility, processing capacities, subsidizing, modernization of equipment, irrigation systems, etc. conservation of forest resources by preventing illegal logging and fires.  | |
|  - university (large number of faculties and students), but insufficient space for accommodation; to improve selection and capability of teaching staff; renovation of existing infrastructure facilities; <i>education</i> profiles to comply with labor market; non formal education in various fields. | |  -two faculties, schools, kindergartens, but inadequate and lack of space; modernization of equipment and improvements in <i>education</i> infrastructure; issue with transport of children from rural areas; <i>social</i> housing for vulnerable groups; regional safe house; commission for persons with disabilities passive, etc.  | |
|  -issue with <i>traffic</i> flow, <i>parking</i> , taxi vehicles and walkability of streets; better management of public garages; building of railway station; bus station to be operational; SUMP is in process. <i>Public spaces</i> to be linked; greening and lighting of promenade; maintenance of children playgrounds and construction of new;  | |  -good connection with neighboring municipalities; potential for railway freight <i>traffic</i> ; regulation of railway crossings; redirection of transit traffic; construction of bus station; improper <i>parking</i> and insufficient number of lots; asphaltting <i>roads</i> in rural areas and roads to tourist locations; cycling and walking paths.  | |
|  -good sewage network coverage, but reconstruction is needed; cooperation with neighboring municipalities- sewage treatment plant; regulation of river Ibar bank; inappropriate waste disposal (particularly medical); raising awareness on environment protection. | |  -adopted WMP and LEAP; regional landfill- intermunicipal agreement on management; removal of illegal landfills; good waste service coverage despite large territory; sewage network reconstruction; wastewater discharged in rivers w-out treatment; rational use and preservation of natural resources(spa tourism) | |



Spatial development concept in FUTURE – defining **visions, goals** and **objectives** of the thematic groups, as well as the common **municipal visions** for North Mitrovica and Zvečan.



“North Mitrovica, a clean, healthy and green city, with safe and modern roads, landscaped green public spaces, quality infrastructure and professional staff in education and health, aligned with EU standards, the administrative center of the region in the service of all citizens.”

“Improved and modern municipality Zvečan with equal conditions for all in education and social services, efficient traffic which connects all areas into a whole; municipality oriented towards market-based agriculture and sustainable tourism, with preserved natural and cultural resources for future generations.”



Health

“The health system is fully equipped with functional equipment and a professional staff that provides the highest quality health services in the region.”

G1. Quality of health services is improved
G2. Health infrastructure improved and accessible for all
G3. Expanded capacity of health services and solved medical waste problem



Agriculture & forestry



“Municipality of Zvečan with the conditions for development of market-oriented agriculture along with preserving the environment and natural resources.”

G1. Fulfillment of legal and administrative requirements
G2. Fulfillment of technical and material conditions
G3. Awareness of environmental protection
G4. Preserved forest resources



Education

“Modern and quality infrastructure with the necessary capacities. Highest level of education quality at all educational levels in line with EU standards and adapted to the needs of the labor market.”

G1. Improved and modernized infrastructure
G2. Trained staff
G3. Harmonized education with the labor market
G4. Business center for non-formal education



Education & social welfare



“Improved and modernized education and social welfare system with equal opportunities for all.”

G1. Improved infrastructure conditions in education
G2. Improved working conditions in education
G3. Resolved problem with social housing
G4. Implementation of standards for persons with disabilities



Mobility & public spaces



Road infrastructure-mobility

"North Mitrovica a city with safe open modern roads and tidy public and green spaces in the services of all citizens."

G1. All public spaces are arranged
G2. Regulated all parking lots
G3. Regulated road infrastructure
G4. Modernized bus and railway station

"Improved and efficient traffic in order to develop all potentials of the Zvecan municipality."

G1. Improved road traffic
G2. Improved railway traffic
G3. Improved and regulated non-motorized traffic
G4. Improved access to tourist sites



Sewage & waste management - environment

"North Mitrovica is clean, healthy and green city."

G1. Existing sewage network reconstructed
G2. Sewage treatment plant
G3. Reconstruction or Ibar riverbank and associated facilities
G4. Waste management



Sewage & waste management - environment

"Improved and clean environment without illegal dumps, with reconstructed sewage network, purified wastewater and preserved natural resources for future generations, who will succeed the awareness of the importance of environmental protection."

G1. Clean and healthy environment
G2. Reconstructed and functional sewage network and resolved wastewater issue
G3. Natural resources protected
G4. Raised awareness of the importance of environmental protection

Synergies and contradictions between determined goals of each municipality considered potentials for future infrastructure projects of inter-municipal cooperation.

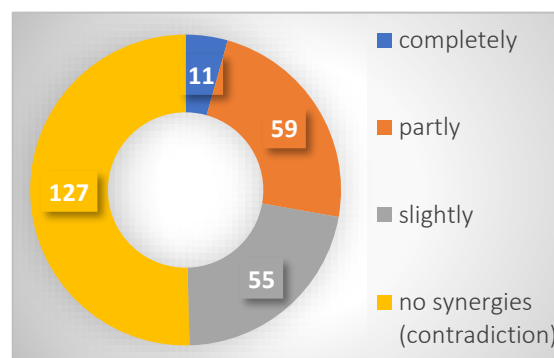




Figure 1. Opening of the workshop – welcoming notes

2

INTRODUCTION

In scope of the Inclusive Development Programme, implemented by UN-Habitat, PAX and CBM, financially supported by the Swedish Agency for Development and Cooperation (SIDA), the first local visioning workshop for the municipalities of North Mitrovica and Zvečan was held.

The Local Visioning Workshop was organized in Ohrid, North Macedonia, from February 27, 2020 to March 2, 2020. In addition to the representatives of the mentioned municipalities, the participants of the workshop were representatives of the central government, the Ministry of Infrastructure and Environment (MIE) and the Ministry of Local Government Administration (MLGA), as well as representatives of civil society organizations (CSOs). One of the important goals was to strengthen cooperation at the level of local self-government and central government, as well as to foster inter-municipal cooperation.

Municipal visioning workshop comprised the ideas of various actors for the short and long term development of the municipalities of North Mitrovica and Zvečan, which will serve as the basis for the further development of spatial planning documents. This workshop also considered the recommendations and outcomes from the regional visioning as an instigator of municipal visioning process. As the formulation of a municipal profile within the Municipal Development Plan is completed, in order to move to the subsequent stages, it is necessary for these ideas and proposals for the development of the two municipalities to be concretized. Through a series of presentations and exercises, participants gained insight into the current state of their municipality in terms of the values they possess and the problems that limit them, and also gave specific suggestions for resolving them. Prior to the workshop, members of the working groups voted on areas that they consider to be priorities for development in the next period. Using the tools and techniques adopted in international practice, the general and specific objectives, related activities and visions for priority areas and common visions for each municipality were defined. It should be indicated that formulation of the vision statement is compulsory according to the Law on spatial planning.

The workshop was devised for the two municipalities to work in parallel, but independently to create a vision for their municipality's development, with addition of the exercise of synergies and contradictions, where they compared the objectives of each municipality in order to find compatibility for potential joint projects. Considering that these two municipalities are territorially close, there is great opportunity for developing inter-municipal cooperation projects.

While planning the desirable future for our local community it is of outmost importance to include various actors with different knowledge and perspectives on the problems. Visioning process is specially designed tool which addresses the problems of the different stakeholders and devise proposals and solutions tailored to the real needs and expectations of inhabitants in diverse fields. UN-Habitat is promoting synergies and interactions between these actors to achieve consensus on how our municipalities should develop in the future.

Participants began their journey with an exercise in which they created a memory map of places in their municipalities for which they have fond memories.

In one section of the workshop, the participants addressed the issues of gender equality and integration of gender policy at the local level by developing a Gender policy framework.

The developed municipal visions will serve as a basis for further strategic planning and as a guideline for the inclusive development of North Mitrovica and Zvečan.

At the beginning of the workshop, UN-Habitat representatives summarized and presented the main purpose of the local visioning workshop, recommendations from the Regional visioning as well as the findings of respective municipal profiles developed for the Municipal Development Plans (MDPs) and the process of the defining the priorities at the municipal level for ensuing drafting of the MDPs. It is also emphasized how the visioning process is addressing the expectations in the next five or twenty-five years by determining the priorities/values/assets towards the developments of the vision, goals and objectives having in consideration the constraints and challenges. Moreover, the significant attention was given to the importance of the inter-municipal cooperation and the exchange of experiences between municipalities and the central level. Throughout the exercises, many sectoral questions are answered, and in the end, the vision is converted into a map with goals, at the local level, based on the regional vision and its map.

During the workshop seven presentations were held by UN-Habitat, The Ministry of Infrastructure and Environment and the Ministry of Administration and Local Government. Through the presentation, participants were introduced to the review of conclusion of Regional Visioning workshop, Municipal profiles, Gender mainstreaming-ways forward, process of identifying priority areas for both municipalities, as well as Capital Investment Facility by UN-Habitat. Also, MIE and MLGA presented to the participants the topic of Vision and concept of spatial development and Inter-municipal cooperation in the field of economic development.

An overview on the regional visioning conclusions and recommendations - The Regional visioning workshop gathered four municipalities from northern Kosovo, representatives of the central and local level, as well as non-governmental organizations in order to devise goals and vision, identify opportunities and constraints that would fuel local planning exercises

Municipal cooperation in field of economic development - The presentation by MLGA introduced to the participants the basics, phases and forms of inter-municipal cooperation, initiatives and key issues for agreements, the role of the Ministry and the process of application and implementation of joint projects. Ministry of Infrastructure and Environment presented a topic of **Vision and the concept of spatial planning**, through which the participants got acquainted with the Laws on spatial planning, processes and trend scenario.

The MIE representative emphasized that the process of drafting the **Municipal Development Plan (MDP)** and **Municipal Zoning Maps (MZM)** is similar. MDP is a strategic document by which municipalities define policies for the future development of the municipality and it lasts eight years. Municipal zoning maps (MZM) must comply with MDP and they support its implementation. Municipalities of North Mitrovica and Zvecan are currently in the process of drafting these documents and the municipal profile has been developed so far. Next step is defining vision and the finalization of the MDP. Municipal vision must be in line with the general vision at Kosovo level and **guidelines of the Spatial Plan of Kosovo**, by which municipalities in the north are classified as “treasure of Kosovo” because of their underground resources. Central-level visions should be taken into account when defining local municipal visions. It should be borne in mind that for a certain period these documents cannot be changed and therefore it is necessary to be careful in the process of their drafting.

State of place of MDP process – Municipal profile (North Mitrovica and Zvecan) - The representatives of respective municipalities presented to the participants Municipal profiles of North Mitrovica and Zvecan and introduced to the process of drafting these documents, which was a real challenge, but also the results they came up with. The municipal profiles have been prepared by the Municipal planning teams with support of UN-Habitat team, in accordance with the Law and the administrative instructions of the competent ministry. They cover all areas that makes one municipality and, in fact, present a detailed identity card of the municipalities.

Representatives of the central level have commended the commitment of municipalities in drafting municipal profiles within the MDP. However, they reminded that the document can be updated until the official adoption, but it is necessary to follow the **administrative instructions** that define the procedure for collecting and processing data, as well as the **legal procedures** related to public hearing and approval by the MIE. The representatives of the municipalities stated that in the process of drafting the municipal profiles they have complied with all legal

procedures, which will be continued in the future work, as they are aware of the obligations they have before the adoption of the document. They faced with serious challenges in the process of drafting municipal profiles, for certain data such as the number of residents of a municipality, they used assumptions, because in the northern municipalities census has not been conducted. **Population** estimates were made based on civil registry analyzes and this number is seems much higher than the one which is currently being used. In addition, the municipality of North Mitrovica is facing significant challenges, as a new municipality, formerly part of one town, since all the institutional buildings remained on the southern part of Ibar.

Gender mainstreaming - Ways forward towards the gender strategic framework is an added value in this whole process of developing municipal goals and visions. It aimed to bring closer to the participants topic of gender, to provide some guidance that will be used by them in their further work when it comes to integrating gender issues into all areas in scope of municipal competence. Participants were informed about the ongoing process of the Gender Strategic Framework and upcoming activities as well as re-examined the gender analysis priorities and set the gender mainstreaming opportunities as well as challenges in the selected priorities fields/ areas for the respective municipalities.

The currently open call for proposals for capital projects by Inclusive Development Programme took a significant place in the course of the presentations. As the municipalities showed great interest in this, UN-Habitat made the presentation of the current open call of the **Capital Investment Facility (CIF)**, which explained in detail to the participants the application process, implementation and monitoring, their responsibilities, and the role of the resource ministries. This presentation was accompanied by a number of questions from municipal representatives and discussions at between central and local level.

The municipalities have expressed their concerns about the budget allocations which are expected on their part because the budget year is ending in November or December, the **budget for 2020** is already allocated and the budget rebalance is not something that can be expected. The only thing that may be the done at the moment is the confirmation from the municipalities, in the form of a letter of intent that the requested funds will be allocated from the municipal budget for 2021, but that also depends on the adoption of the budgetary circular. Representatives from UN-Habitat and the central government encouraged participants that it is important to begin the project preparation process and that a solution to this issue will be found during the process.

The process of defining the important areas/ fields towards developing objectives and vision - In the process of preparation for the Local visioning workshop municipal planning teams worked on selection and identification of four priority areas for development over the next eight years. Representatives of both municipalities presented the process of identifying and selecting priority areas, which served as an overture to the second part of the workshop, or exercise, through which participants came up with many answers, defined goals, activities and final visions.

Priority areas for North Mitrovica: **health** (group1), **education** (group2), **public spaces and parking-mobility** (group 3), **waste and sewage management-environment** (group 4).

Priority areas for Zvečan: **agriculture and forestry** (group1), **road infrastructure-mobility** (group2), **waste and sewage management-environment** (group3), **education and social welfare** (group4).

Gender Strategic Framework - Measures and Opportunities for Progress in the Future

At the outset, participants were briefed on the process and achievements in the development of a Gender Strategic Framework aimed at fostering gender mainstreaming at the local level, drafted by UN-Habitat in scope of the Inclusive Development Programme for the municipalities of North Mitrovica, Zvečan, Zubin Potok and Leposavić. It was also announced that UN-Habitat will organize a workshop to deal exclusively with this issue in the future.



Figure 2. Workshop participants working on the gender exercises

After the presentation of the analysis of the situation and recommendations, two working sessions with participants followed. The first session aimed to set priorities in the thematic areas that will be discussed in more detail in the second session. From the list of proposed eight (8) topics, each participant had the opportunity to choose which ones he/she considered to be a priority, by putting stickers on which they wrote down the aspect on which to intervene.

The thematic areas that are prioritized for the municipality of North Mitrovica are: **education, land and property ownership, employment and employment opportunities and policy and decision making.**

Thematic areas that are prioritized for the municipality of Zvečan: **health, employment and employment opportunities, policy and decision-making and transportation and mobility.**

The participants were then divided into four working groups per municipality. Each group addressed one of the thematic priorities by answering to the following questions:

- ✓ What do we want and what is our desired future?
- ✓ What are the possible opportunities?
- ✓ What are the main challenges in this field/ area?

After the working session, the participants presented the results:

4.1. Exercise I: Gender mainstreaming - Ways forward towards the gender strategic framework

North Mitrovica

Table 2. Results of Exercise I, Priority field 1 – Education

| | EDUCATION |
|---|---|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none">- the same conditions and opportunities in education for all groups- harmonization of education profiles with labor market |
| 2. What are the possible opportunities? | <ul style="list-style-type: none">- Mitrovica as an educational center for Serbian community-university- high school- local capacity (human) and infrastructure |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none">- unresolved political situation and uncertain future- population migration |

Participants think that we need better conditions in education in terms of equipment, most of them think that all educational institutions should lead women because they are more responsible and organized. Others felt that this was a discriminatory stance, because men and women have equal rights, and they should do the work according to their expertise and level of education. It is necessary to provide conditions for the retraining of middle-aged women and subsequent education of vulnerable groups to gain work experience.

Table 2. Results of Exercise I, Priority field 2 – Ownership of land and property

| | OWNERSHIP OF LAND AND PROPERTY |
|---|---|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none">- that women exercise their full right to inheritance and property- full awareness of the exercise of their rights- men's awareness of women's rights |
| 2. What are the possible opportunities? | <ul style="list-style-type: none">- education of men and women: seminars, debates, discussions and lectures |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none">- cultural obstacles, especially in rural areas- customs-tradition (patriarchy) |

Cultural obstacles and traditions in the inheritance of property, especially in rural areas, are listed as the most common obstacles to the exercise of property rights and the economic empowerment of women. Although the laws are clear and make no discrimination, the situation remains unchanged. Participants emphasized that being fully informed would contribute to a change in consciousness.

Table 3. Results of Exercise I, Priority field 3 – Employment and employment opportunities

| | EMPLOYMENT AND EMPLOYMENT OPPORTUNITIES |
|---|--|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none"> - increase in the overall employment rate - construction of educational-recreational center for youth, persons with disabilities, etc. - transfer of experiences and training of youth by more experienced ones(seniors) |
| 2. What are the possible opportunities? | <ul style="list-style-type: none"> - supporting new ideas for all categories of population - inter-municipal cooperation to participate in grants and increase employment |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none"> - lack of municipal land - lack of finances and interest in financing - complex political situation |



Figure 3. Workshop participants working on prioritize thematic fields

Participants stated that the unemployment rate in Kosovo is high and highest among young people, women and people with disabilities. In order to increase the number of employees, it is necessary to build educational and recreation centers that provide non-formal education, but also opportunities for self-employment. The complex political situation, as well as the lack of finances, are listed as major challenges in this area.

Table 4. Results of Exercise I, Priority field 4 – Policy and decision making

| | POLICY AND DECISION MAKING |
|---|--|
| 1. What do we want and what is our desired future? | - equality and representation of both sexes in politics and decision-making |
| 2. What are the possible opportunities? | - adherence to legal regulations on equality in this field, establishment of new mechanisms, tools, strategies |
| 3. What are the main challenges in this field/area? | - insufficient awareness of gender equality (patriarchal society) |

Although the law mandates the representation of women in politics and decision-making, it is often the case that they are in politics only to achieve a mandatory quota. In order to achieve equality in decision-making and increase active political representation of women, it is necessary to establish new mechanisms, tools and strategies at the local level.

Zvecan

Table 5. Results of Exercise I, Priority field 1 – Health

| | HEALTH |
|---|--|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none"> - creating the same conditions for all categories of residents in the provision of health services - secured health infrastructure covering certain radii - engages specialized staff in diagnostics - accessibility for persons with disabilities to all health care facilities |
| 2. What are the possible opportunities? | <ul style="list-style-type: none"> - organizes mobile teams to visit residents in remote areas - equipping with medical equipment - realization of the project of annex of the Health center and strengthening the road infrastructure - media participation and health promotion (prevention and reproductive health) |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none"> - lack of budgetary resources - non-compliance with legal provisions on mandatory regular health examinations |

The main problems are: medical equipment, especially in diagnostics, inaccessibility for people with disabilities, as well as care for residents in rural areas. Programs for the prevention and promotion of reproductive health knowledge, as well as the promotion of healthy lifestyles, reduce the number of unwanted pregnancies and sexually transmitted infections.

Table 6. Results of Exercise I, Priority field 2 – Employment and employment opportunities

| | EMPLOYMENT AND EMPLOYMENT OPPORTUNITIES |
|---|--|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none"> - subsidizing women's entrepreneurship, especially in rural areas - equal conditions in the competition for employment - benefits for women |
| 2. What are the possible opportunities? | <ul style="list-style-type: none"> - allocating, securing funding and finding donors - providing a market for the marketing of handicraft products - exemptions and assistance in establishing business - compliance with legislation - creating a database by gender (by gender, age, profession) - provision of conditions for day-long stay of children |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none"> - business self-sustainability - competition of the market and satisfactory quality of goods and services - insufficient number of applicants on the labor market with the necessary qualifications - unsatisfactory capacities for establishing day care for children |

In order to improve the status of women, especially in rural areas, it is necessary to provide conditions and financial resources for their employment, especially for the development of women's entrepreneurship. In the public sector, it is necessary to comply with legal regulations and create equal opportunities when applying for a job. In the area of employment, retraining programs need to be put in place, especially for middle-aged women.

Table 7. Results of Exercise I 3, Priority field 3 – Policy and decision making

| | POLICY AND DECISION MAKING |
|---|--|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none"> - increased representation of women in management positions, especially in the administration of the Municipality of Zvečan - empowering women to participate actively in political processes at the local level - informing women from rural areas about their political rights and opportunities to engage in political life |
| 2. What are the possible opportunities? | <ul style="list-style-type: none"> - the existence of a legal framework for gender equality - the existence of awareness among the local population and the need for equal representation of men and women in decision-making processes - developed non-governmental sector dealing with gender equality - operational village councils, youth council and informal group of women |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none"> - traditional understanding of the division of jobs and roles in social life - lack of specific programs for socio-economic empowerment of rural women - project financing of non-governmental organizations and lack of continuous funding |

Participants stated that the Municipality of Zvečan has advanced mechanisms when it comes to inclusiveness of citizens in decision-making processes, such as formed village councils, youth councils and the informal group of women, but that there is still potential for improvement and establishment of new ones. It has been indicated that better informed women from rural areas would contribute to better involvement of women in political life.



Figure 1. Workshop participants putting stickers with improvement suggestion on the prioritize thematic fields

Table 8. Results of Exercise I, Priority field 4 – Transport and mobility

| | TRANSPORT AND MOBILITY |
|---|--|
| 1. What do we want and what is our desired future? | <ul style="list-style-type: none"> - provision of regular traffic to all areas in the municipality of Zvečan - full walkability of sidewalks and pedestrian streets, parents with strollers, people with disabilities - raised awareness of citizens to comply with regulations (proper parking, traffic rules) |
| 2. What are the possible opportunities? | <ul style="list-style-type: none"> - establishing good cooperation between municipalities with public transport operators and subsidies - establishing better coordination with the traffic police - mapping institutions accessible for persons with disabilities (lowered sidewalks, adequate ramps, etc.) |
| 3. What are the main challenges in this field/area? | <ul style="list-style-type: none"> - change awareness among citizens about respecting rules - timely and adequate response of competent services in accordance with the law - insufficient funding for road infrastructure |

The biggest problem is underdeveloped road infrastructure in rural areas. The lack of funding is a huge challenge. Streets in the urban area of Zvečan are not fully accessible for disabled people and parents with strollers, due to improper parking, lack of sidewalks, ramps, etc.

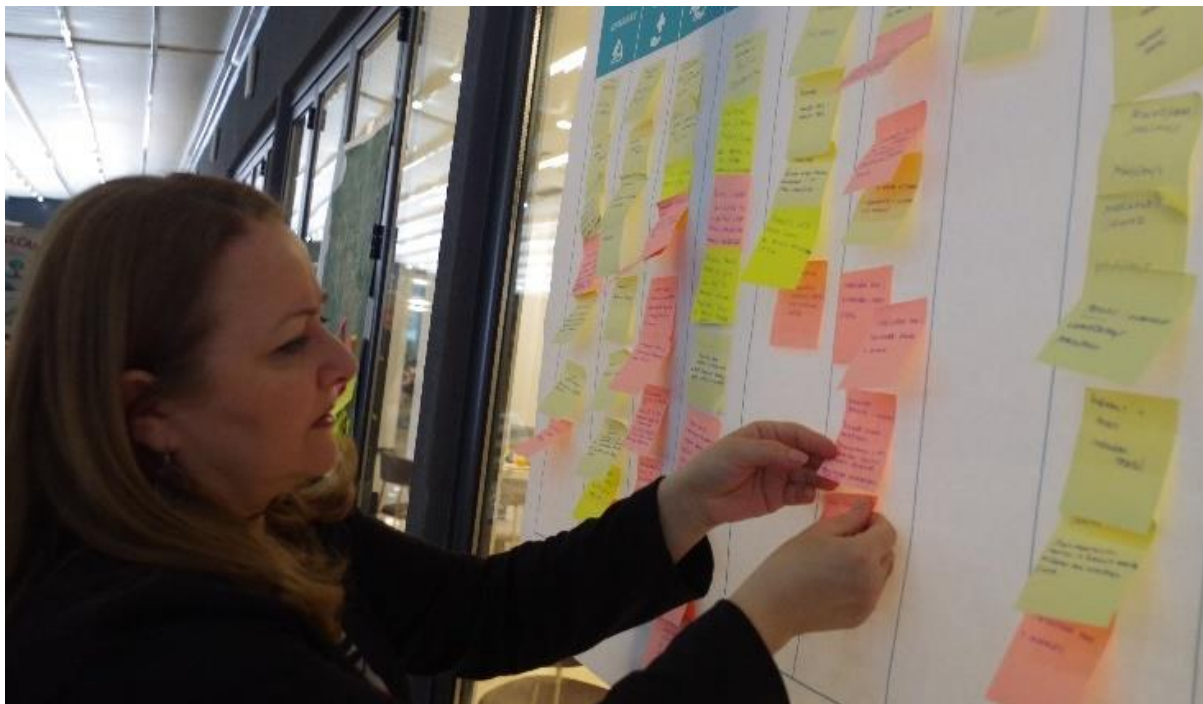


Figure 5. Workshop participants putting stickers with improvement suggestion on the prioritize thematic fields.

4.2. Exercise II: Memory map

The participants wrote down their fond memories on the stickers, which they then put on two maps - one for North Mitrovica and the other one for Zvecan. Each person wrote down a memory for the municipality she/ he came from and then memory for another one. Based on the records, two memory maps were created.

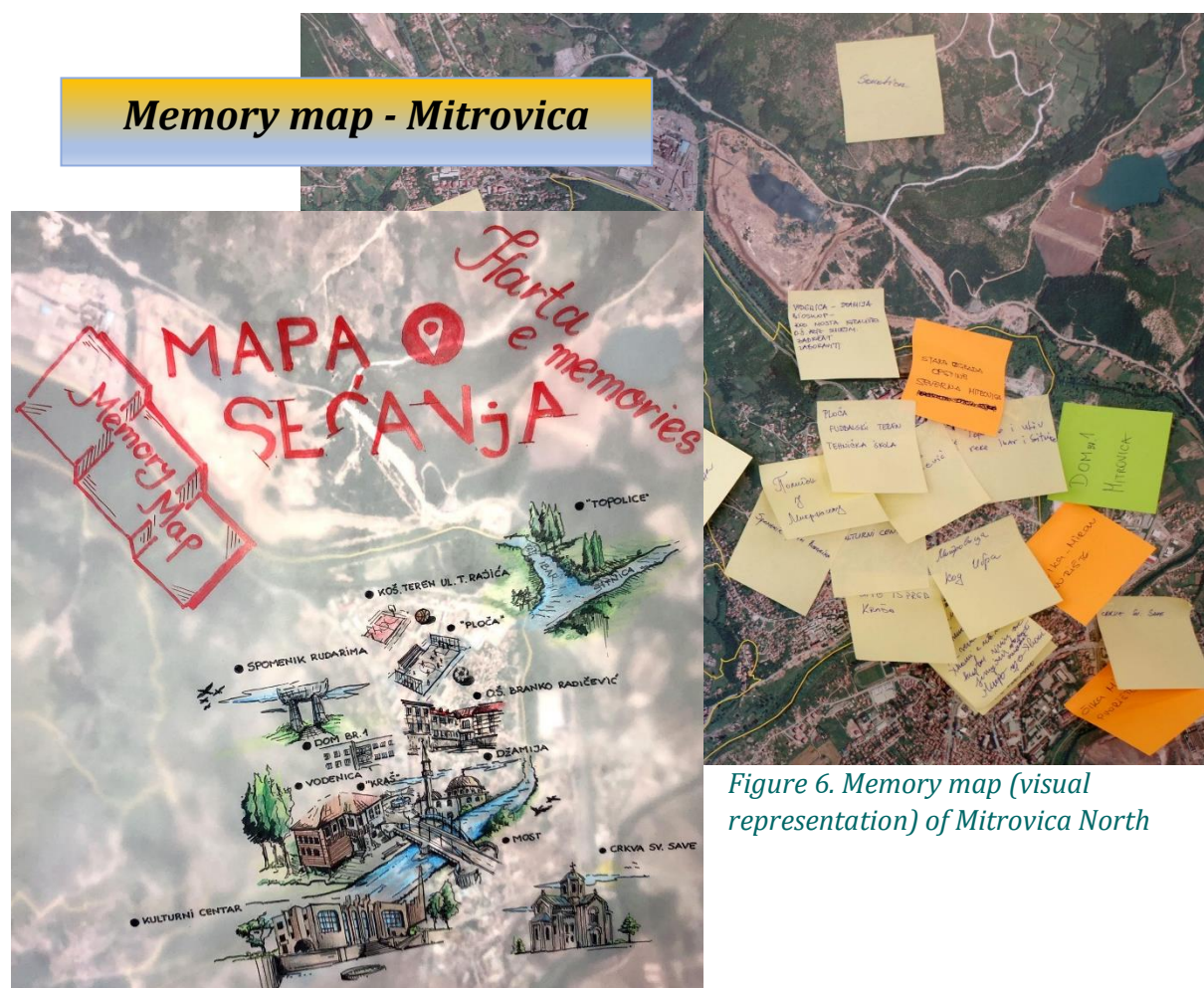


Figure 6. Memory map (visual representation) of Mitrovica North

Some of the memories of participants from North Mitrovica and Zvecan:

The memories are mostly related to certain objects, parts of the town, which bring participants back to some good times for them. Many of these facilities no longer exist, but there is a desire to rebuild them. Such is the example of the old primary school "**Branko Radicevic**" in the decay phase, **the mosque** at the main bridge at Ibar, **the clock and the plateau near "Kras"**, which is under reconstruction. The **estuary of the Ibar and Sitnica** rivers evokes childhood emotions for many residents from Mitrovica, but also the **Cultural center** and the **promenade near the "Adriatic"** that remained in the southern part of the city. Some of the participants mentioned a swimming near the **water mill in Grabovac**, which is ruined. Now, there is a bridge connecting two villages at that place. There is an idea to rebuild the old water mill as an ethno resort. The residents of the surrounding villages spent their pleasure time along the river Ibar. **Summer olympics** in Srbovac, Grabovac, Zvecan; swimming in the river in the place of **Kotlice** and in the **Kozarevacka river**, which is now a dump, have been mentioned as places of fond memories. **St. Sava Church** in South Mitrovica, **Monument to the fallen miners**, **swimming pool** in Zvecan, **playground "Ploca"** in North Mitrovica, which still exists, **school yard** and "**maiden's stone**" in Grabovac where they spent their time as children.



Figure 7. Memory map (visual representation) of Zvečan

*The fortress and the foothills of the Zvečan hill, which is in poor condition and where many spent their childhood, the elementary school “Vuk Karadzic” in Zvečan, which has not changed much, the entire **Radnicki dom**, where some of the participants first went to the cinema, **Cumez**, in the basement of the **Radnicki dom**, once used for gathering of young people, **Banjska Monastery**, which is a positive example of reconstruction, **Sokolica Monastery** where many participants gathered, but also the **elementary school in Boljetin**, the old **bridge near Dudin krs**, which requires reconstruction, an **industrial ropeway** that transported mine from Stari trg to Zvečan, were some of the memories that participants wished to preserve from oblivion by mapping them.*



Figure 8. Workshop participants working on the municipal memory map

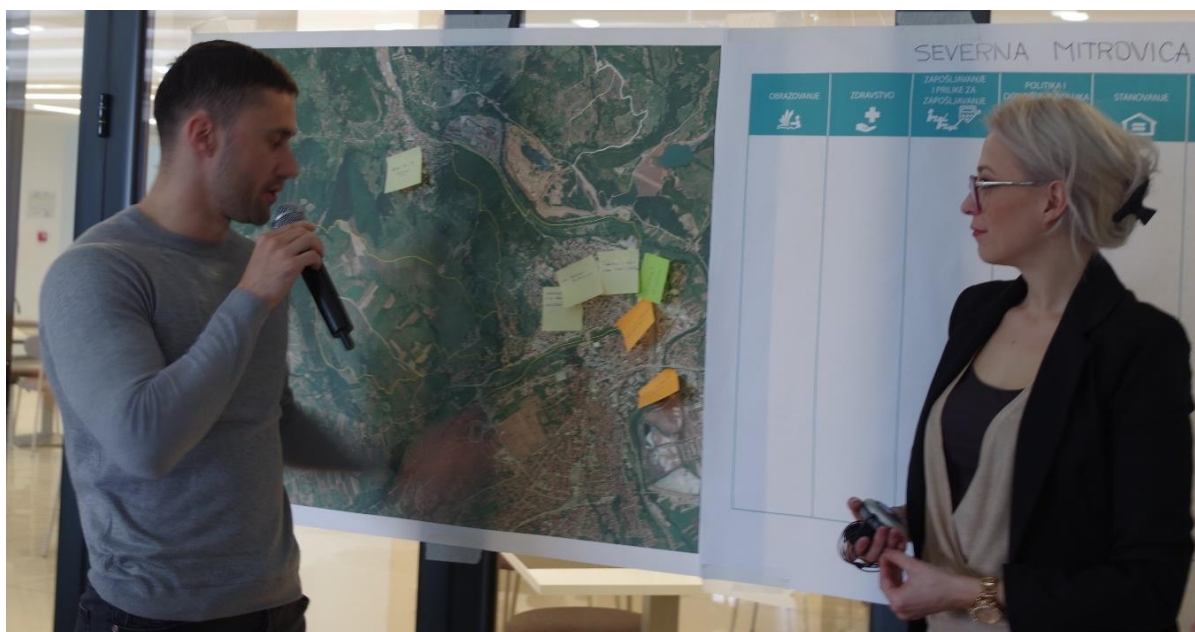


Figure 9. Workshop participants presenting their memories



Figure 10. Workshop participants working on the municipal memory map

4.3. Exercise III: Identifying Value/Assets and Constrains / Problems

Through this exercise, participants identified values/assets but also constraints/problems for the four priority areas they identified and selected prior to the workshop. The participants were divided into four groups, according to their expertise and occupation, and covered one of the selected topics. Each group identified major values/assets and related constraints/problems for their areas, which were then presented to the other workshop participants.

The results for each individual municipality are presented in the tables below:

North Mitrovica

Table 9. Results of Exercise III. Group 1 - Health

| Group: 1 | | Thematic field: HEALTH | |
|---|--|--|--|
| Values and assets | | Problems and constraints | |
| <u>The health system</u> - primary - secondary - tertiary <u>Infrastructure</u> - clinical-hospital center - health Center - medical high School - student polyclinic - faculty of Medicine - ambulance at Mikronaselje - institute of Public Health - lot of people (students, workers) - universal health insurance - reproductive health | | <u>The health system</u> - some staff do not have a sufficient level of professional knowledge and experience - quality of services provided - corruption <u>Infrastructure</u> - buildings are outdate and in the bad condition - insufficient equipment - full access to the disabled is not provided - the lack of public pharmacy - inadequate conditions for internships - there is only one entrance to the hospital district, the exit is blocked - inadequate working conditions - migration of healthcare staff - universal health insurance - inability to get drugs - going to the other sites (e.g., Raska) - reproductive health - lack of prevention as well as equipment - the hygienic conditions in old buildings - health management - equipment and condition of the halls, intensive care, reception department | |

In the field of health, the participants highlighted several problems that hinder daily life and affect the quality of health services in general, such as the **outflow of health workers**, but also the problem of **access to the General hospital**. Large traffic jams are created as the street that is the only connection to the town is constantly blocked. The hospital yard has one entrance, an exit is needed. All of this further complicates the work of the urgency services, which often remain blocked in traffic.

A major problem is the **improper disposal of medical waste**. There is a large container near the hospital, but it is unknown where this waste is treated and how it is treated. Participants agree that problems with **addiction** should also not be forgotten.



Figure 11. Workshop participants working on the identification of major values/assets and related constraints/problems

Table 10. Results of Exercise III. Group 2 - Education

| Group: 2 | | Thematic field: EDUCATION | |
|--|--|--|--|
| Values and assets | | Problems and constraints | |
| <u>Primary Education:</u> - infrastructure - teaching staff <u>Secondary education:</u> - a large number of students from different areas - the ability to choose different educational profiles <u>High education:</u> - a large number of faculties (University Center) - infrastructure for students - admission of students from different areas - expert staff - the possibility of further training/education <u>Informal education:</u> - the possibility of education and further training through non-formal education in various fields | | <u>Primary Education:</u> - lack of space / location to expand infrastructure capacity - the possibility of improving the professional staff in accordance with the new needs in education - degradation in education <u>High school:</u> - infrastructure (two schools do not have their own facilities) - harmonization of education and market needs - degradation in education - non-compliance with the criteria in the selection of teaching staff <u>Higher education:</u> - infrastructure for Faculties - possibility of practical training during studies - constant improvement of teaching staff - education coherence and market needs <u>Informal education:</u> - synchronization with formal education - greater promotion of non-formal education and people's awareness of the opportunities it provides | |

During the presentations of the results of the working groups, the participants highlighted many problems as well as suggestions for their resolution. The problem of insufficient space for **student accommodation** is highlighted, although one dormitory is used for this purpose, as well as dormitories in both Dom No. 1 and Dom No. 2. Many educational institutions are **inaccessible** to persons with disabilities. The **digital diary** does not function in all schools and **monitoring of teachers' work** is insufficient. One proposal is to build a **research center** to serve the faculties, or at least purchase an atomic scale, for example, that can be used by the technical and medical faculties. It is necessary to work on **dual education**. It was emphasized that the **competence of the municipality** is only the condition of the facilities and provision of infrastructure, while the education system itself is not in the domain of local self-government. All participants agreed on the importance of raising **awareness of the quality of education**.

Table 11. Results of Exercise III. Group 3 – mobility/ public spaces

| Group: 3 | | Thematic field: MOBILITY/ PUBLIC SPACES | |
|---|--|---|--|
| Values and assets | | Problems and constraints | |
| <ul style="list-style-type: none"> - there is a large number of public spaces, - existing of two public garage and one public parking, - small number of accidents with fatality, - pedestrian zone in the city center, - existing of bus and railway station, - the promenade along the river, - kinder playground, - green spaces, - SUMP (in the process), - good geographic position of municipality, - existing of road infrastructure. | | <ul style="list-style-type: none"> - a weak link between the public spaces, - unregulated public spaces, - unsafe public spaces (for women and kids during the night and from dogs), - uselessness of existence public garages, - improper parking on the streets, non-existing of parking zones, large number of cars, - improving the coordination between the police and public utilities, - bad traffic signalization, no traffic route - bad traffic flow in some part of roads, slow traffic - air pollution, - bus station don't have administration, there is no railway station, - promenade is not regulated, - kinder playgrounds are not safe and are not maintained, - there are no green corridors for connecting green spaces - poor traffic access, - impossible to widen streets and sidewalks, - bad traffic lightings in some parts of the cities, - the hilly terrain of the municipality, - high density of residents and buildings, - lack of municipal property, - big number of taxi cars, - cleanliness is not at the right level, public toilets - lack of coordination's with local CSOs for public spaces, - new buildings without garages | |

In terms of traffic in the city, one of the most important problems is the **huge number of taxi vehicles**. The municipal regulations must precisely define their number in relation to the population and the territory they cover. **Vehicles and warehouses that are not in use** and occupy a certain public space for years are a big problem. There is also the problem of **careless pedestrians** crossing the street where they like. The general conclusion is that residents of North Mitrovica must be **educated about life in the city**, which implies a certain behavior and culture.

Table 12. Results of Exercise III, Group 4 – Environment

| Group: 4 | | Thematic field: ENVIRONMENT | |
|---|--|---|--|
| Values and assets | | Problems and constraints | |
| <ul style="list-style-type: none"> - education - Faculty (Human resources) - drafted plan for waste management - good sewage network coverage - watercourses - river "Ibar" - regulation of the riverbank - planned construction of a sewage treatment plant | | <ul style="list-style-type: none"> - disposal and destruction of medical waste - waste disposal - sewage collection and treatment plant - dividing black water network from atmospheric water network - illegal construction - illegal access to the infrastructure networking - construction waste - insufficiently developed awareness of waste disposal in the population - underutilized human resources (experts) | |



Figure 12. Workshop participants working on the identification of major values/assets and related constraints/problems

Zvecan

Table 13. Results of Exercise III, Group 1 - Agriculture and forestry

| Group: 1 | Thematic field: AGRICULTURE AND FORESTRY |
|--|--|
| Values and assets | Problems and constraints |
| <u>Agriculture</u> <ul style="list-style-type: none"> - arable soil - meadows and pastures - possibilities for irrigation - preserved environment in mountain areas - a large number of rural settlements - mutual interest (citizens and municipality) - funds (central level and donors) <u>Forestry</u> <ul style="list-style-type: none"> - land under forests - variety of flora and fauna - easy accessibility (terrain configuration) - associations - institutional support - market | <u>Agriculture</u> <ul style="list-style-type: none"> - shredded plots - lack of processing capacities - lack of infrastructure and related equipment - low level of awareness of citizens about environmental protection - tailings (insufficient protection) - insufficient infrastructure - education - insufficient subsidies - unregulated property relations <u>Forestry</u> <ul style="list-style-type: none"> - illegal logging - the risk of fire - lack of processing capacities - road network - insufficient finances - the lack of a market |

During the work on the determination of the aforementioned guidelines, the group has focused on the **broader aspects of environmental protection** with an emphasis on agriculture and forestry. Illegal deforestation has been considered as one of the major problems for the **conservation of the forest resource** and the conservation of the environment. Not only the technical and economic factors, but also the institutional ones have been taken into account in defining the priorities, values and assets for the development of goals, in order to fulfill the preconditions and ensure sustainability in this thematic field. Emphasized is the need to **consolidate land parcels, increase land use, and educate farmers** in order to develop market-oriented agriculture. As a special prerequisite, resolving of legal issues with **property and ownership** was mentioned and update of Cadastral **database**.

The problem is **the approach to agricultural development** in Kosovo. It is project-based, not strategic. A lot of things start, get to a certain phase and left unfinished. Not only funds, but also **farmers' associations and consulting services** should be taken into account in agricultural development. **Soil tests** are needed to select the crops that would best grow on a particular land and to target support on their cultivation. This can also be done through individual soil sampling, while there is no need for the Scientific Institute because the territory is small. The proposal is to make a **soil quality map**. Consideration should also be given to a plant nursery that serves the needs of the region. There is also the problem of the **Ibar flooding**, which often destroys crops and agricultural parcels along the stream.

In forestry, in order to preserve the forest resource it is recommended the work to empower local institutions that are supposed to reduce the damage caused by **illegal logging and fires**.

Table 14. Results of Exercise III, Group 2 - Road Infrastructure/mobility

| Group: 2 | | Thematic field: MOBILITY | |
|--|--|---|--|
| Values and assets | | Problems and constraints | |
| <u>Geographical position</u> - good connection with neighboring municipalities. | | <u>Geographical position</u> - dispersion of the municipality - terrain configuration | |
| <u>Railway transport</u> - existing infrastructure - potential for greater flow of people, goods and services - three railway stations | | <u>Rail transport</u> - outdated, inadequately maintained and unsafe existing infrastructure (railroad crossings) - railroad crossings (queues) - underutilization of commercial transport for Freight traffic - poor condition of railway station facilities | |
| <u>Good road network</u> - good connection between urban and rural areas - direct connection to the regional road M22 | | <u>Good road network</u> - absence of bus station - traffic congestion in town (Kralja Petra Street) - transit traffic through the tow - traffic overload on the bridge in Rudare - lack of infrastructure for persons with disabilities | |
| <u>Parking</u> - free parking | | <u>Parking</u> - insufficient parking space - improper parking - blocked sidewalks | |
| <u>Public garage</u> - existence of a public garage | | <u>Public garage</u> - public garage owned by RMHK "Trepca" - insufficient garage capacity | |
| <u>Road conditions</u> - 100% of city streets asphalted | | <u>Road conditions</u> - only 60% of streets in rural areas are asphalted | |
| <u>Potential for development of tourist and recreational infrastructure</u> - cycling, walking trails - mountaineering, paragliding religious and spa tourism | | <u>Potential for development of tourist and recreational infrastructure</u> - underdeveloped infrastructure (no cycling and walking paths, etc.) - poor condition of roads leading to individual tourist sites | |

The group was not only dealing with transport infrastructure, but also with the **development of tourism**. **Rogozna Mountain** has great potential for tourism. One of the proposals was the construction of **lifts** from the bottom of Zvečan hill up **to the fortress**. As in other municipalities, there is a big problem with **improper parking** and a large number of cars on the streets. **Synergy** with other areas is needed, especially with agricultural development.



Figure 13. Workshop participants working on the identification of major values/assets and related constraints/problems

Table 15. Results of Exercise III, Group 3 – Environment

| Group: 3 | | Thematic field: ENVIRONMENT | |
|---|--|--|--|
| Values and assets | | Problems and constrains | |
| <ul style="list-style-type: none"> - the implementation of the regional landfill project is in its final stage - waste Management Plan adopted (2018-2022) - LEAP adopted - there is an environmental officer in the municipality - allocated funds in budget for the utility services - good coverage of waste collection services - natural resources - water wealth - thermos mineral sources - diversity of flora and fauna - cooperation with CSOs in the field of environmental protection - partially reconstructed and replaced secondary and partly primary sewage network in the settlement | | <ul style="list-style-type: none"> - the deadline for completion of works and the way of landfill management is uncertain, given that it is of a regional character - existence of a large number of illegal landfills - implementing a waste management plan - implementing LEAP - insufficient capacity (we think a department should be formed) - funds are minimal - lack of capacity in manpower and equipment utility service - large municipal territory affects efficiency and increases transportation costs - water, soil pollution affects wildlife - illegal, improper logging and poaching - lack of funds to implement the action plans with CSOa - in villages, sewage is discharged directly into rivers without treatment, but also in the settlement of Zvecan | |

Table 16. Results of Exercise III, Group 4 - Education and Social Welfare

| Group: 4 | | Thematic field: EDUCATION AND SOCIAL WELFARE | |
|---|--|--|--|
| Values and assets | | Problems and constraints | |
| <ul style="list-style-type: none"> - a large number of students and students - the existence of built infrastructure - elementary schools - high School kindergarten - existence of higher education institutions (Faculty of Arts and Higher Education) - the existence of civil society organizations providing non-formal education - good functioning of the Center for Social Work - the existence of a regional safe house - good cooperation with the Red Cross - housing construction for socially vulnerable categories - created and functional mechanism for the prevention of addiction diseases - commission for persons with disabilities formed (database, action plan and organization) - material support for all parents for each newborn child - subsidizing vitro fertilization - financial support for a third child through free kindergarten and textbooks - existence of multiple faculties in the municipality | | <ul style="list-style-type: none"> - inaccessibility of educational institutions for some rural areas (transport and road infrastructure) - insufficient accommodation capacity (Faculty of Arts uses the premises of elementary school "Vuk Karadzic") - lack of modern equipment - outdated sports infrastructure - lack of facilities - insufficient number of professional staff - insufficient funding for civil society organizations - poor control of CSOs - insufficient capacity of CSOs - insufficient budget for socially disadvantaged categories - distance from Zvecan municipality and insufficient promotion - poor provision of vehicles, equipment and staff - completion of road infrastructure - lack of support services for vulnerable and vulnerable populations (financial resources, materials, etc.) - accessibility, employment - insufficient and limited budget - the Faculty of Arts is housed in the premises of the Vuk Karadzic Elementary School | |

Among many education problems, participants pointed out the problem of students carrying **heavy backpacks** with many books. Examples of good practice might be teachers who tell students what books they need for the next day or a **school locker**, which would relieve backpacks. There is also a problem of **transportation of children** from rural areas and municipalities should find a solution and provide school buses. The heads of the departments, confirmed that the education system defines the transport of children, for example Mali Zvecan, where the question of responsibility for the transport of children was raised. When selecting priority areas, consideration was given to what the **municipality is competent for**. Participants agreed that we cannot expect municipalities and institutions to solve all the problems, the initiative should start from us, the parents, there is possibility to use **mechanisms in schools**, such as school board, where parents can request a solution to similar problems. The problem of **sports fields in schools** has been highlighted, many times renovated, but destroyed. An example is the playground in Bosnian mahala, where fines should be imposed. When it comes to the sports and recreational complex Tennis in Zvecan, there was a worker who maintained and managed the playground. Other problems are an insufficient number of **speech therapists, casinos near schools** and more.

In the area of social welfare, it was mentioned a **Commission for persons with disabilities** that exists, but is passive. The Red Cross in Zvečan has enough human capacity to work on **raising awareness** and prevent addiction, but the budget for the material is not sufficient. Another problem to think about is internet addiction.



Figure 14. Workshop participants working on the identification of major values/assets and related constraints/problems



Figure 15. Workshop participants working on the identification of major values/assets and related constraints/problems

4.4. Exercise IV: Identifying Opportunities/Measures to be taken

In the continuation of the workshop, the same working groups identified all the opportunities for development, resulting from the determined values/assets for each area, and identified the measures to be taken to address the constraints/problems for their thematic fields in the municipality. The results for North Mitrovica and Zvecan are shown below.

North Mitrovica

Table 17. Results of Exercise IV, Group 1 - Health

| Group: 1 | | Thematic field: HEALTH | |
|--|--|--|--|
| Opportunities to consider | | Measures to be taken | |
| <u>The health system</u> - improvement quality of health service | | <u>The health system:</u> - continuity in training of health workers - internal control and monitoring of work - education, mentoring - training the staff for new equipment | |
| <u>Infrastructure:</u> - renovation of existing and construction of new facilities - accessibility for all of health facilities - procurement of adequate equipment | | <u>Infrastructure:</u> - reconstruction of existing facilities and access roads - support infrastructure through donations | |
| <u>Sanitary conditions:</u> - adequate landfill for medical waste | | <u>Sanitary conditions</u> - strict implementation of laws related to medical waste | |

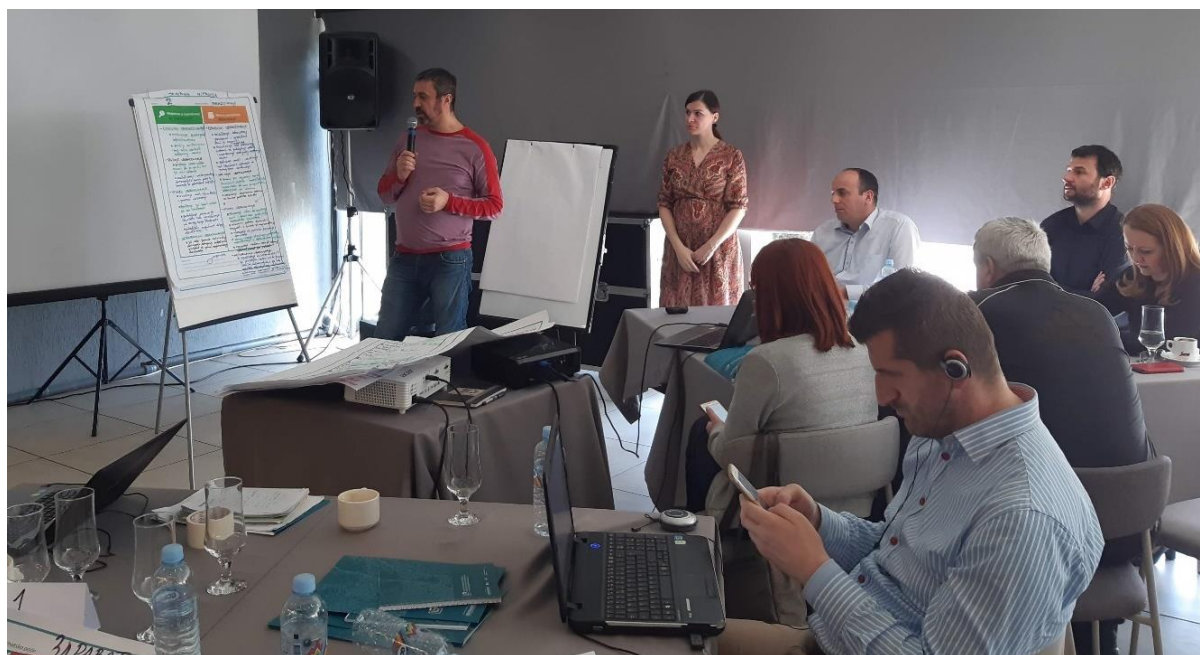


Figure 16. Presentation of identified opportunities for development and measures to be taken

Table 18. Results of Exercise IV, Group 2 - Education

| Group: 2 | | Thematic field: EDUCATION | |
|--|--|--|--|
| Opportunities to consider | | Measures to be taken | |
| <u>Primary Education:</u> - expansion of existing infrastructure - stricter criteria and a better way to select teaching staff <u>High school:</u> - expansion of existing infrastructure - stricter criteria and a better way to select teaching staff <u>Higher education:</u> - introducing new faculties in the education process - providing even better conditions for student work - improving college promotion to attract even more students - improve further training opportunities <u>Informal education:</u> - greater supply of non formal education, earmarking budgetary resources for non-formal education assistance | | <u>Primary Education:</u> - finding / building adequate space, resources - insisting on the Education System / providing opportunities through various programs to improve the selection and refinement of existing teaching staff <u>High school:</u> - help in the construction of new school facilities, accommodation facilities with all accompanying content for students - pointing to the educational system to the real needs of the market - insist on the education system to improve the selection and improvement of existing teaching staff <u>Higher education:</u> - creating conditions for the introduction of new, expanding the existing capacities of the faculties - consider student needs and respond as appropriate - pointing out the needs of college promotion - provision of professional - practical training - construction of a scientific research center - access to facilities for the disabled <u>Informal education:</u> - synchronization with formal education and market needs - access to facilities for persons with disabilities. | |



Figure 17. Working group of mobility identified opportunities for development and measures to be taken

Table 19. Results of Exercise IV, Group 3 – Mobility/ public spaces

| Group: 3 | | Thematic field: MOBILITY/ PUBLIC SPACES |
|--------------------------------|--|--|
| Opportunities to consider | | Measures to be taken |
| <u>Public Spaces</u> | | - expansion of public spaces, arrangement of existing spaces, interconnection between them with green corridors, better maintenance, |
| <u>Public garage</u> | | - better utilization and better management, |
| | | - the possibility of creating new public spaces, |
| <u>Bus and railway station</u> | | - budget allocation for public spaces, |
| | | - establishing administration for bus and railway station |
| | | - station services (ramps, fences etc.), |
| <u>Promenade</u> | | - construction of new building for railway station and reconstruction of existing and modernization, |
| | | - maintaining the existing and construction of other parts of promenade, |
| | | - greening and lighting the promenade, |
| | | - construction of bicycle stages for the promenade, |
| <u>Children playgrounds</u> | | - reconstruction and possibilities for the construction of new kinder playgrounds, |
| | | - maintenance of existing kinder playground, increasing the safety and lighting kinder playgrounds, |
| <u>Green spaces</u> | | - better maintenance and creating new green public spaces, |
| | | - new plantings and regular irrigation, |
| <u>Road network</u> | | - expansion of road network (construction of Dudin Krs bridge and transit road), |
| | | - improving existing lighting and traffic signalization (modernization with special emphasis for the blind, handicap with wheelchair), |
| | | - modernization of the railway. |

Table 20. Results of Exercise IV, Group 4 – Waste and sewage management/environment

| Group: 4 | | Thematic field: ENVIRONMENT |
|--|--|--|
| Opportunities to consider | | Measures to be taken |
| <ul style="list-style-type: none"> - waste management plan - sewage network - river "Ibar" - wastewater / sewage treatment plant | | <ul style="list-style-type: none"> - better coordination with neighboring municipalities - reconstruction of the existence of the sewer network - landscaping of the riverbed "Ibar" - raising citizens' awareness for preserving the environment - better coordination with neighboring municipalities (Mitrovica South) - financial capacity analysis / donors |



Figure 18. Working group identified opportunities for development and measures to be taken



Figure 19. Working group identified opportunities for development and measures to be taken

Zvecan

Table 21. Results of Exercise IV, Group 1 – Agriculture and forestry

| Group: 1 | | Thematic field: AGRICULTURE AND FORESTRY | |
|--|--|---|--|
| Opportunities to consider | | Measures to be taken | |
| <u>Agriculture</u> <ul style="list-style-type: none"> - enlarging of agricultural plots - increasing the utilization rates - utilization of water resources for irrigation purposes - improvement of technical equipment of agricultural holdings - education of population on environmental aspects - improvement of rural infrastructure - regulation of property-legal relations over agricultural land <u>Forestry</u> <ul style="list-style-type: none"> - strengthening the institutional control - reducing risk of fire - improvement of processing capacities - empowering of local associations and institutions - improvement of the local market | | <u>Agriculture</u> <ul style="list-style-type: none"> - land consolidation - increasing of livestock - mini irrigation systems - purchase of modern machinery and equipment - institutionalizing of education - allocation of the funds for infrastructure - provision of legal support - informing the public about the possibilities of applying for funds <u>Forestry</u> <ul style="list-style-type: none"> - strengthening the capacity of the responsible services - strengthening of technical capacities of the responsible service (for fires) - investments in new processing facilities - allocation/obtaining of the funds - investment in technical capacity and infrastructure | |



Figure 20. Working group identified opportunities for development and measures to be taken

Table 22. Results of Exercise IV, Group 2 - Road infrastructure/mobility

| Group: 2 | | Thematic field: MOBILITY | |
|---|--|---|--|
| Opportunities to consider | | Measures to be taken | |
| <ul style="list-style-type: none"> - the existence of conditions for upgrading the railway infrastructure - establishment of freight rail transport in order to relieve road freight - the existence of funds to invest in development of existing infrastructure - preparation of the MDP of Zvečan municipality is ongoing - the possibility of establishing cooperation with RMHK "Trepča" and private owners regarding the land acquisition for parking - redirecting of transit traffic to alternative routes - increase in the number of tourists and recreationists - providing a location for the bus station | | <ul style="list-style-type: none"> - reconstruction of existing infrastructure facilities - construction of railway crossings for regulation of railway traffic and supporting signaling - municipalities to initiate negotiations with the competent ministries - applying to ministries and donors for needed funds - adoption of the MDP of Zvečan Municipality - contract with a potential partner - defining alternative transit routes in cooperation with the municipality of North Mitrovica - construction of bicycle, walking and mountain trails - promoting a healthy lifestyle - introduction of regular transport line to certain tourist attractions - securing donor funds | |



Figure 21. Working group identified opportunities for development and measures to be taken

Table 23. Results of Exercise IV, Group 3 - Waste and sewage management/environment

| Group: 3 | | Thematic field: ENVIRONMENT | |
|--|--|---|--|
| Opportunities to consider | | Measures to be taken | |
| <ul style="list-style-type: none"> - regional landfill - inter-municipal cooperation - regulation of landfill payment of utilities - removal of illegal landfills - implementation of adopted plans - environmental officer - raising public awareness through various workshops in collaboration with local leaders and CSOs - natural resources - use of thermal waters for the development of tourism and spas - sewage - realization of the II phase of reconstruction of the sewerage network is in progress (the analysis of the existing situation was done in scope of the Municipal Profile) - providing a site for the construction of a wastewater treatment plant - an increase in the budget allocated to the area of environmental protection | | <ul style="list-style-type: none"> - guarantees for the completion of works - inter-municipal landfill management agreement - control over the implementation of the plans - hiring additional workers, i.e. increasing capacity - organizing public forums - rational use of natural resources, sanctioning of poaching, illegal logging and enforcement of penal policy - control over the execution of works and monitoring of dynamics - updating of information in GIS database - complete reconstruction of the sewage network - construction of wastewater treatment plants - providing funds from donors - reallocation of funds from other sources (e.g. landfill payment of utilities) for these purposes | |

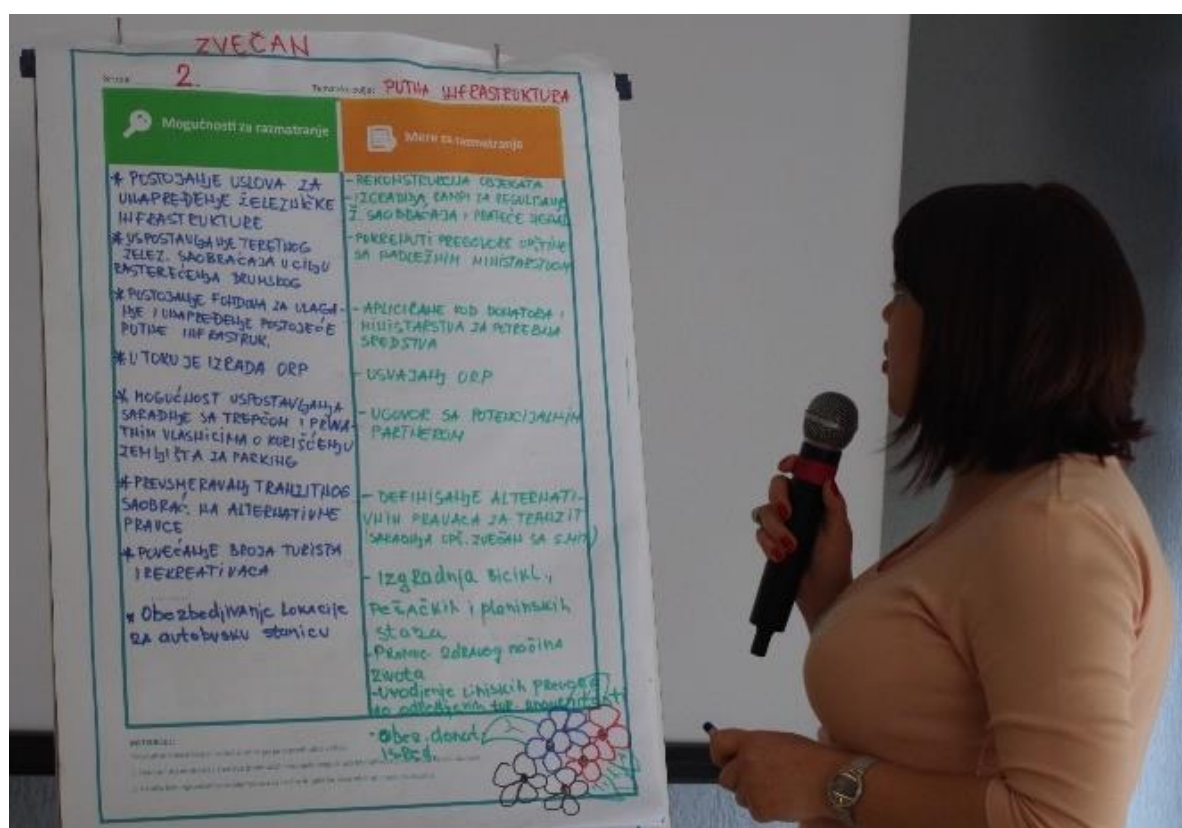


Figure 22. Presentation of identified opportunities for development and measures to be taken

Table 24. Results of Exercise IV, Group 4 - Education and Social welfare

| Group: 4 | | Thematic field: EDUCATION AND SOCIAL WELFARE | |
|--|--|---|--|
| Opportunities to consider | | Measures to be taken | |
| <ul style="list-style-type: none"> - enhancing the number of students and students - education reform - facility expansion and renovation - existence of funds at local and central level (e.g. EUOK funds) - the existence of parental advice - establishing new social protection programs - promoting the work of the safe house and the programs they offer - continued cooperation and the establishment of prevention programs - finding the right location to build new housing for the vulnerable - establishing regular and functional cooperation with relevant institutions and supporting the work of the existing mechanism - supporting the work of the Commission for person with disabilities - allocation of funds for the parent support program | | <ul style="list-style-type: none"> - improvement of infrastructure, construction of new facilities, construction of faculties i.e. removal of the existing Faculty of Arts from the primary school building - training of professional staff, procurement of modern equipment in education - upgrading the elementary school, kindergartens, installing lockers and equipping facilities - lobbying and advocacy with donors in favor of formal and non-formal education - promoting initiatives in favor of students - finding ways to fund specific social protection mechanisms - establishing close cooperation with media and organizations dealing with domestic violence - allocation of funds - allocation of funds and construction of new housing units - finding additional resources to work and function - hiring an expert to develop an action plan and adopt the plan by Zvecan Municipality | |

4.5. Exercise V: Defining and mapping the Visions, goals and objectives and related activities for thematic groups

During these exercises, participants divided into four working groups per municipality defined visions for each thematic field. The groups devised the Vision statement and Vision design (logo), as well as three to four goals, objectives and related activities to achieve them. Subsequently, the goals for the thematic areas are represented symbolically on the maps of the municipalities. The objective of this exercise is to provide guidance for future planning processes in priority thematic areas.

North Mitrovica

Table 25. Results of Exercise V, Group 1 - Health

| Group: 1 | | Thematic field: HEALTH |
|---|---|--|
| VISION: The health system is fully equipped with functional equipment and a professional staff that provides the highest quality health services in the region | | |
| Goals | Objectives | Activities |
| G1. Quality of health services is improved | O 1.1. Improvement of professional quality of workers in health system in North Mitrovica by 2023 | A1.1.1. Training of specialty medical workers A1.1.2 Training in the proper use of medical equipment A1.1.3. Training for medical personnel to improve management of Health center |
| G2. Infrastructure of health buildings is improved and enabled accessibility for all | O2.1. Reconstruction of 30% of existing buildings by 2025. | A2.1.1 Analysis of the existing situation A2.1.2. Preparation and submission of projects A2.1.3. The provision of funds, implementation and monitoring. A2.1.4. Implementation and construction |
| | O2.2. Reconstruction of the existing and construction of new access roads in Health center by 2025. | |
| G3. Expanded capacity of health services and solved medical waste problem | O3.1. Professional staff is empowered in prevention of addiction diseases by 2025. | A3.1.1. Creating addiction prevention programs. A3.1.2. Training of health professionals A3.1.3. Procurement of medical equipment and supplies A3.2.1 Cooperation with the competent institutions for the purpose of planning, procurement of adequate equipment and disposal of medical waste A3.2.3. Compliance with the law when sorting, destroying and disposing of medical waste |
| | O3.2. Infrastructure for the disposal and destruction of medical waste is adequate | |



Figure 23. Map and Vision logo for health – North Mitrovica



Figure 24. Presentation of Vision, goals and objectives and related activities

Table 26. Results of Exercise V, Group 2 - Education

| Group: 2 | | Thematic field: EDUCATION |
|---|---|--|
| VISION: Modern and quality infrastructure with the necessary capacities. Highest level of education quality at all educational levels in line with EU standards and adapted to the needs of the labor market for easier employment | | |
| Goals | Objectives | Activities |
| G1. Built and modernized infrastructure | O1.1. Construction of one primary school by 2025. | A1.1.1. Project development and adoption by the Assembly, approval of funds A1.1.2. Publication of tenders and selection of contractors A1.1.3. Implementation of the project A1.2.1. Identifying needs A1.2.2. Monitoring |
| | O1.2. Construction of two high schools by 2030. | |
| | O1.3. Construction of a building for the four faculties 2025. | |
| | O1.4. Equipping and modernizing existing primary and secondary schools by 2025. | |
| G2. Expertly trained staff | O2.1. Continuous professional development of teaching staff and improvement of methodology of their work. | A2.1.1. Prioritize according to current needs. A2.1.2. Selecting a specific number for training. A2.1.3. Identifying adequate institutions to improve expertise. A2.2.1. Creating a network with businesses and other universities across Europe for potential exchange and work placements. |
| | O2.2. The exchange of students, the ability to conduct practices. | |
| G3. Harmonized education with the labor market | O3.1. Identifying labor market needs. SC3.2. The possibility of re-qualification | A3.1.1 Market research to identify needs. A3.1.2. Matching real needs with capabilities A3.2.1 Insisting on providing re-qualification opportunities with educational institutions A3.3.1. Allocation of budget funds for economic empowerment. |
| | O3.3. Empowering the economy to create jobs by 2025. | |
| G4. Business incubator / center for non-formal education built | O4.1. Construction of the building and equipping of up to 2025. | A4.1.1. Project development and adoption by the Assembly, approval of funds A4.1.2. Tender publication and contractor selection A4.1.3. Implementation of the project A4.2.1 The working group for drafting the harmonization of formal and informal education A4.2.2. Provision of financial resources. |
| | O4.2. Harmonization of formal and non-formal education by 2025. | |

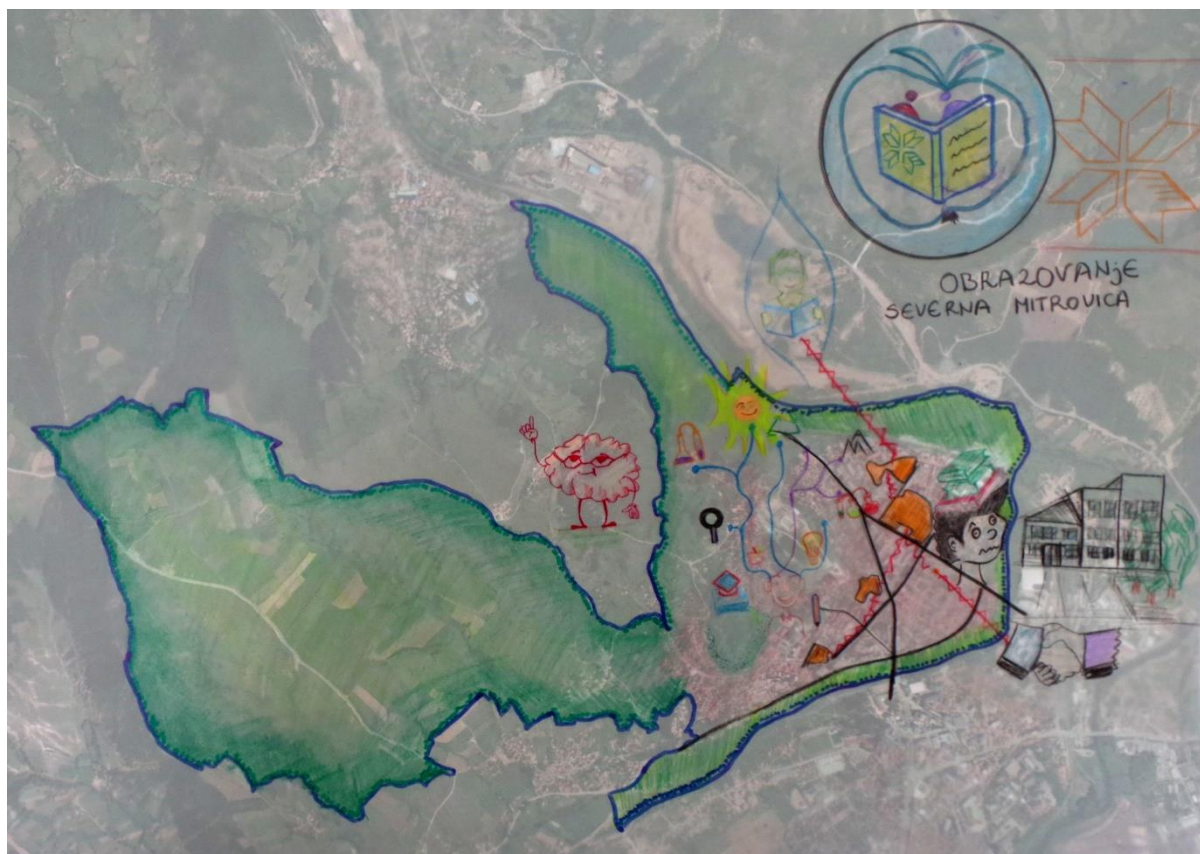


Figure 25. Map and vision logo for education – North Mitrovica



Figure 26. Presentation of Vision, goals and objectives converted to the map

Table 27. Results of Exercise V, Group 3 – Mobility/ public spaces

| Group: 3 | | Thematic field: MOBILITY/ PUBLIC SPACES |
|---|--|--|
| VISION: North Mitrovica a city with safe open modern roads and tidy public and green spaces in the services of all citizens. | | |
| Goals | Objective | Activities |
| G 1: All public spaces are arranged | 01.1 A promenade built along the River "Ibar" by year 2024 (Price 2 - 4 million €) | A.1 Drafting the main project A.2 Gathering construction permits (from local and central level) A.3 Allocating the budget for each year / grants. A.4 Implementing the project (supervising and technical acceptance-STA. |
| | 01.2 Regulated Partizan Hill by 2022 (Price: 200.000 €) 01.3 Reconstruction of all kinder playgrounds by 2021 Price:60.000€ | A.1 Drafting the main project A.2 Gathering construction permits (from local and central level) A.3 Allocating the budget for each year / application for the grants. A.4 Implementing the project (STA) |
| G 2: Regulated all parking lots | 02.1 Regulated parking in centre part of the city - zoning by 2024 (price 100.000 €) | A.1 Finalizing SUMP A.2 Approval of the decision for the SUMP by Assembly A.3 Public parking service adopted A.4 Implementation of the parking strategies |
| | 0.2.2. Constructed public garage to the health enter by 2025 (Price 550.000€) | A.1 Drafting the main project A.2 Gathering construction permits A.3 Allocating the budget for each year /grants A.4 Implementing the project (STA) |
| | 0.2.3 Possession of two tow trucks by 2025 (Price: 100.000 €) | A.1 Planning the budget A.2 The announcement of the tender in line with the legal framework and EU Standards A.3 Buying the vehicle |
| G 3: Regulated road infrastructure | 03.1. Reconstruction of the road "Kralj Petar" 03.2. Constructed the bridge over the River "Ibar" | A.1 Gathering the permits from the relevant Ministries A.2 Planning the budget A.3 Applying for the grants / donors A.4 Drafting the main project A.5 Expropriation of the properties A.6 The announcement of the tender A.8 Implementation of the project |
| | 03.4. Constructed the roundabout close "Crveni Soliter" | A.1 Planning the budget A.2 Drafting the main project A.3 The announcement of the tender A.4 Implementation of the project |
| Goal 4. Modernized bus and railway station | 04.1. Functional Bus Station | A.1 Proposal for the establishment of the management A.2 Approval of the decision for the composition of the bus management by the Assembly |
| | 04.2. Constructed the Railway station 04.3. Construction of ramps and fences for bus and railway stations | A.1 Planning the budget A.2 Drafting the main project A.3 The announcement of the tender in line with the legal framework |

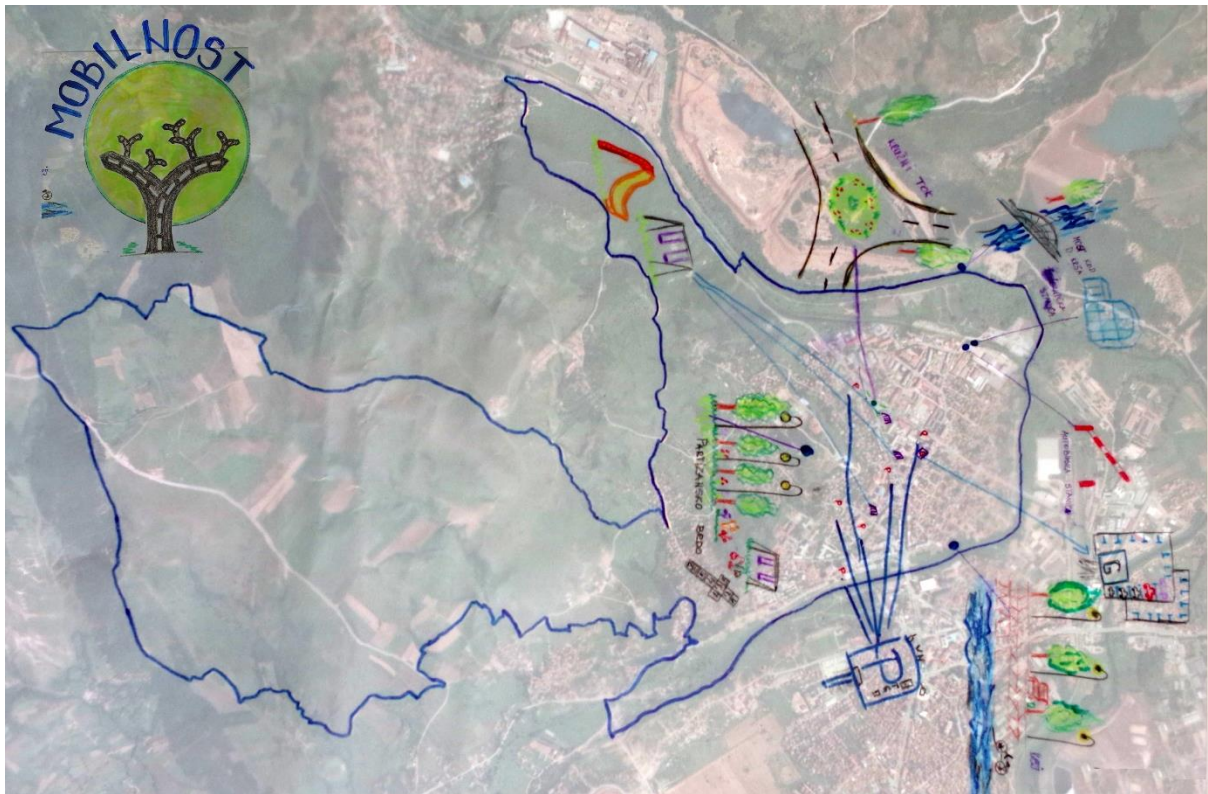


Figure 27. Map and vision logo for mobility – North Mitrovica



Figure 28. Presentation of Vision, goals and objectives converted to the map

Table 28. Results of exercise V, Group 4 - Waste and sewage management/environment

| Group: 3 | | Thematic field: ENVIRONMENT |
|--|---|--|
| VISION: North Mitrovica is clean, healthy and green city | | |
| Goals | Objective | Activities |
| G1: All public spaces are arranged | O1.1 Categorizations of public and green spaces (December 2020) O1.2 Project for the reconstruction part of the road Kralj Petar (December 2020) | A.1 Creating the team and gathering the data's and information's A.2 Drafting the document for green and public spaces A.3 Detailed projects A.1 Drafting main project A.2 Implementation of the project and creating green spaces along streets A.3 Maintaining |
| G2: Reconstruction of existing sewage network | O2.1 Creation of the database of existing sewage network (a project in cooperation with the international organizations (May 2020) | A.1 Establish contacts with donors A.2 Recording the existing situation and delivering them to the cadaster system A.3 Dividing the project in phases A.4 Prioritization of the investment based on the zones A.5 Drafting the project based on the zones A.6 Presenting the projects to the potential donors for financing |
| | O2.2. Reconstruction of sewage network (partly) (Beginning of 2020) | A.1 Drafting the main project A.2 Gathering construction permits (from local and central level) A.3 Allocating the budget for each year / Applying for the grants. A.4 Implementing the project (supervising and technical acceptance. |
| G3: Sewage treatment plant | O3. Revision of the project for the sewage treatment plant or drafting the new project. | A.1 All activities will be in line with politics A.2 Needs better coordination |
| G4: Reconstruction or "Ibar" riverbank and associated facilities | O4.1.Implementation of the project from the main bridge to the west (artificial lake) | A.1 Drafting the project A.2 Approval and document requirement A.3 Terrain preparations |
| | O4.2.Implementation of the project from the main bridge to the east (artificial lake) | A.1 Drafting the project A.2 Approval and document requirement A.3 Terrain preparations |
| G5. Waste management | O5.1.Approved the plan for the waste management by 2020 | A.1 Creation of the working team A.2 Drafting the working plan A.3 Implementation of the plan |
| | O5.2.Completion of the landfill by 2022 | A.1 Finalizing the works A.2 Technical acceptance/permits for use A.3 Activating of the landfill operation |

Zvecan

Table 29. Results of V exercise, Group 1– Agriculture and forestry

| Group: 1 | | Thematic field: AGRICULTURE AND FORESTRY |
|---|--|---|
| VISION: Municipality of Zvecan with the conditions for development of market-oriented agriculture along with preserving the environment and natural resources. | | |
| Goals | Objectives | Activities |
| G1. Fulfillment of legal and administrative requirements for the development of market oriented agricultural production | O1.1. Updated databases on agricultural land ownership (short term / 20000 €) | A1. Situation analysis A2. Operationalization of local services A3. Informing the public about the process |
| | O1.2. Updated databases related to the characteristics of agricultural holdings by type of production (short term / 20000 €) | A1. Situation analysis A2. Operationalization of local services |
| G2. Fulfillment of technical and material conditions for the development of market-oriented agriculture | O2.1. Increase of livestock (long term / € 1000000) | A1. Situation analysis (for livestock) A2. Provision of funds A3. Provision of expert advisory support |
| | O2.2. Farms equipped with machinery and irrigation systems (long term / 5000000) | A1. Situation analysis (for mechanization and equipment) A2. Provision of funds |
| | O2.3. Local market improved (for agricultural production), (short / long term) | A1. Building of a green market A2. Construction of storage and processing facilities A3. Support to farmers with placement to other markets |
| G3. The community is aware of the importance of protecting the environment and improving agricultural and forestry resources | O3.1. Institutionalized education (short term / 20000 €) | A1. Establishing of professional advisory service |
| | O3.2. Active penal policy (short term / 50000 €) | A1. Operationalization of responsible services |
| G4. Preservation of existing forest resources | O4.1. Technical conditions for fire prevention and protection fulfilled (short term / 700000 €) | A1. Construction of a fire station A2. Equipping the fire department with technical equipment |
| | O4.2. Active penal policy against illegal logging (short term / 10000 €) | A1. Operationalization of responsible services |



Figure 31. Map and vision logo for agriculture and forestry - Zvečan



Figure 32. Presentation of Vision, goals and objectives and related activities

Table 30. Results of Exercise V, Group 2 – Road infrastructure/ mobility

| Group: 2 | | Thematic field: MOBILITY |
|---|--|--|
| VISION: Improved and efficient traffic in order to develop all potentials of the Zvečan municipality | | |
| Goals | Objectives | Activities |
| G1. Improved road traffic | O1.1. Renovation of existing and asphaltting of all unpaved roads in the municipality by 2030 | A1.1. Designing of project technical documentation - PTD, securing of funds, tender and implementation. A1.2. Mapping a location, resolving property relations, PTD, securing of funds, tender and implementation. A1.3. Establishing of an inter-municipal team and preparing of a feasibility study, PTD, securing of funds, tender etc. A1.4.1. Implementation of legal measures in cooperation with the police. A1.4.2. Defining potential locations for the construction of a public garage, resolving property relations, PTD, securing of funds, tender and implementation. |
| | O1.2. Construction of a bus station by 2025 | |
| | O1.3. Relocation of transit traffic by 2025 | |
| | O1.4. Regulation of parking in the town by 2025 | |
| G2. Improved railway traffic | O2.1. Renovation of existing railway infrastructure (railroad crossings, signaling, facilities, railroad tracks) by 2025 | A2.1. Establishment of cooperation with the competent ministry, designing a PTD, securing of funds, tender and implementation. |
| | O2.2. Establishment of freight rail transport in order to relieve road traffic by 2025 | |
| G3. Improved and regulated non-motorized traffic | O3.1. Construction of bicycle infrastructure and construction of walking paths by 2025 | A3.1. Tracing and defining a location, designing a PTD, securing of funds, tendering and implementation. A3.2.1. Designing PTDs, securing of funds, tendering and implementation A3.2.2. Mapping of access to public buildings to develop a sidewalk reconstruction plan. |
| | O3.2. Construction and reconstruction of sidewalks and adaptation to the needs of persons with disabilities by 2022 | |
| G4. Improved access to tourist sites | O4.1. Construction of new roads and walking trails to tourist sites by 2030 | A4.1. Analysis of the current situation, development of strategy, involvement of potential partners, designing of PTD, securing of funds, tender and implementation. A4.2. The decision of the municipality to open new lines after selecting tourist sites, designing a PTD, securing of funds, tender |
| | O4.2. Introduction of transport lines to individual tourist locations by 2022 | |

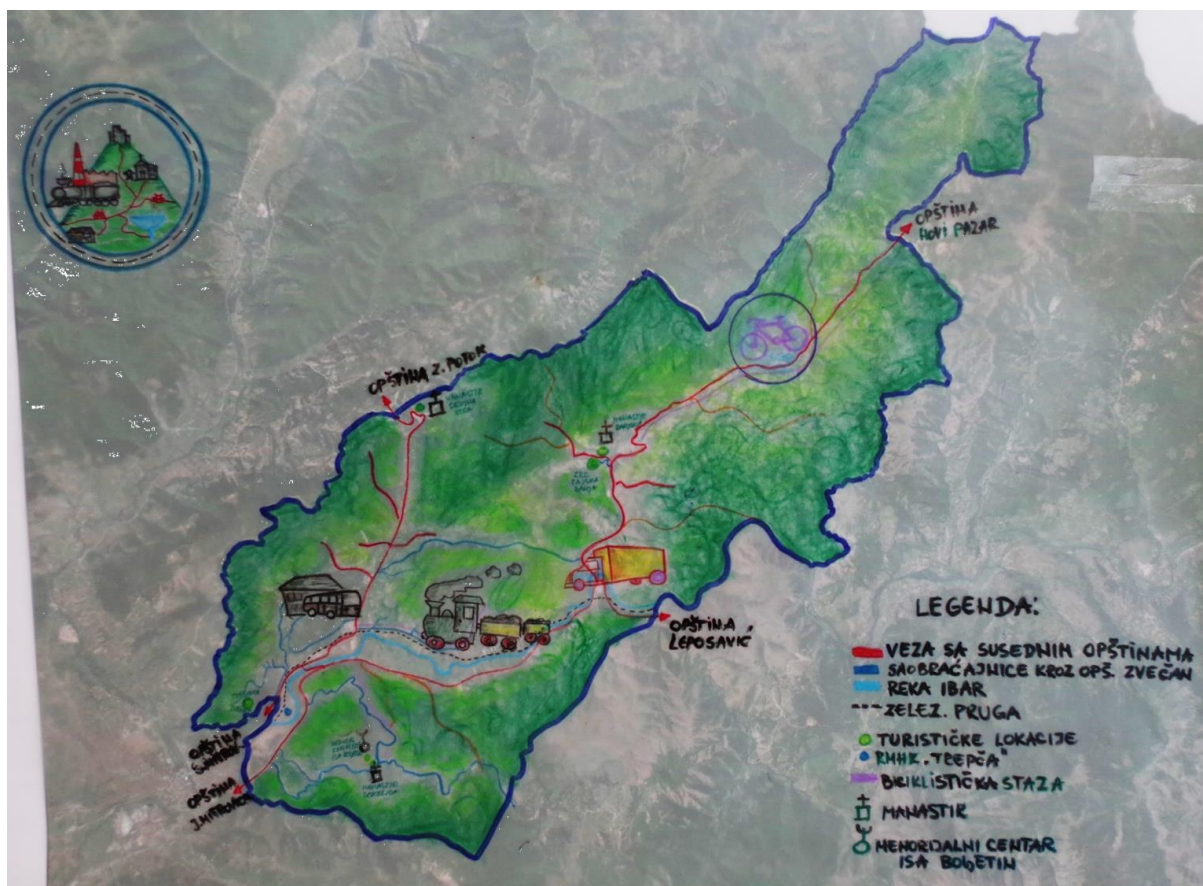


Figure 33. Map and Vision logo for the road infrastructure/mobility - Zvečan



Figure 34. Presentation of Vision, goals and objectives converted to map

Table 31. Results of Exercise V, Group 3 – Waste and sewage management/environment

| Group: 3 | | Thematic field: ENVIRONMENT |
|--|--|---|
| VISION: Improved and clean environment without illegal dumps, with reconstructed sewage network, purified wastewater and preserved natural resources for future generations, who will inherit the awareness of the importance of environmental protection | | |
| Goals | Objectives | Activities |
| G1. Clean and healthy environment | 01.1. Functional regional landfill by 2021. | A1.1.1. Inter-municipal agreement on how to manage a regional landfill |
| | 01.2. Solved issue of illegal dumps in the municipality of Zvečan until 2022. | A1.1.2. Determining the competencies, responsibilities and obligations of all stakeholders |
| | 01.3. Improvement of the municipal utility service by 2022. | A1.1.3. Regulation of payment of utility services |
| | 01.4. Formed department for environmental protection until 2025. | A1.2.1. Procurement of machinery and equipment A1.2.2. Engaging more workers A1.3. Establishing cooperation with MLGA - Consent to establish a service. |
| G2. Reconstructed and functional sewage network throughout the municipality and resolved wastewater issue | 02.1. Reconstructed sewage network in municipality by 2030. | A2.1.1. A detailed analysis of the current situation should be done within the MDP. |
| | 02.2. Sewage collectors built in rural areas and in the settlement where they are missing, by 2025. | A2.1.2. Preparation of project technical documentation for identified parts. |
| | 02.3. Wastewater treatment plant built - smaller plants i.e. Bio-purifiers by 2030. | A2.1.3. Development of cadaster of underground installations. A2.2.1. Defining the location for the construction of the plant, making the PTD, securing the funds, the tender and the execution. |
| G3. Protection and conservation of natural resources | 03.1. Preventing new illegal landfills until 2022. | A3.1. Removing the existing illegal dumps and providing funds for that purpose. |
| | 03.2. Prevention of poaching and illegal logging by 2022. | A3.2.1. Cooperation with competent institutions - police, inspection, etc. A3.2.2. Conduct awareness-raising activities. |
| G4. Raised public awareness of the importance of environmental protection | 04.1. Implement the adopted municipal plans for waste management and environmental protection by 2022. | A4.1.1. Adoption of action plans. A4.1.2. Collaboration with competent services for control purposes. |
| | 04.2. Involvement of CSOs and other stakeholders in launching environmental activities by 2022. | A4.2.1. Organizing public hearings, debates about the environment. A4.2.2. The inclusion of preschool and school-age children in various activities in order to educate on the importance of environmental protection. |



Figure 35. Map and Vision logo for waste and sewage management/ environment - Zvečan

Table 32. Results of Exercise V, Group 4 - Education and Social Welfare

| Group: 4 | | Thematic field: EDUCATION AND SOCIAL WELFARE |
|---|--|--|
| VISION: Improved and modernized education and social welfare system with equal opportunities for all | | |
| Goals | Objectives | Activities |
| G1. Improved infrastructure conditions in education | 01.1. Construction of new facilities and reconstruction of existing ones by 2030. | A1.1.1. Analysis of the existing situation and identification of needs for new premises and renovation within the MDP A1.1.2. Provision of funds, preparation of PTD, tender and execution of works |
| | 01.2. Construction of new and renovation of existing sports fields and playgrounds within schools by 2025. | A1.2.1. A detailed analysis of existing sports fields to determine the need for renovation or construction of new ones within the MDP A1.2.2. Provision of funds, preparation of PTD, tender and execution of works |
| G2. Improved general working conditions in education | 02.1. Strengthening human capacities and procurement of modern equipment by 2025. | A2.1.1. Analysis of staff and equipment. A2.1.2. Collaboration with the relevant ministry on hiring new workers |
| | 02.2. Improved working conditions for IT technologies. | A2.2.1. Provision of funds and procurement of modern equipment. A2.2.2. Implementation of training for teachers. |
| G3. Permanently resolved housing for the social category of the population | 03.1. Construction of new facilities and completion of existing ones by 2030. | A3.1. Analysis of the existing condition of buildings / roads and identification of needs for new spaces / roads and renovation within the MDP A3.2. Provision of funds, preparation of PTD, tender and execution of works. |
| | 03.2. Construction of new and improving existing road infrastructure next to the object for accommodation of socially vulnerable population by 2030. | |
| G4. Implementation of international standards at the institutional level for persons with disabilities | 04.1. Development and adoption of an action plan for people with disabilities by 2022. | A4.1. Activities on the development of action plans. A4.2. Organizing public debates, debating the problems of persons with disabilities. A4.3. Control over the implementation of the action plan. |
| | 04.2. Implement and control over the implementation of the Disability Action Plan by 2025. | |



Figure 36. Map and vision logo for education and social welfare - Zvečan



Figure 37. Presentation of Vision, goals and objectives converted to map

4.6. Exercise VI: Defining common vision for municipalities – Vision logo

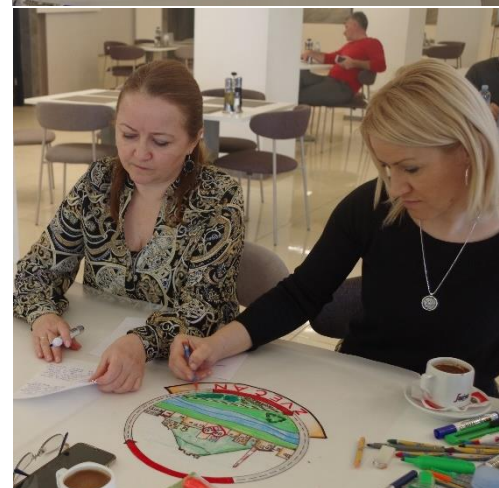
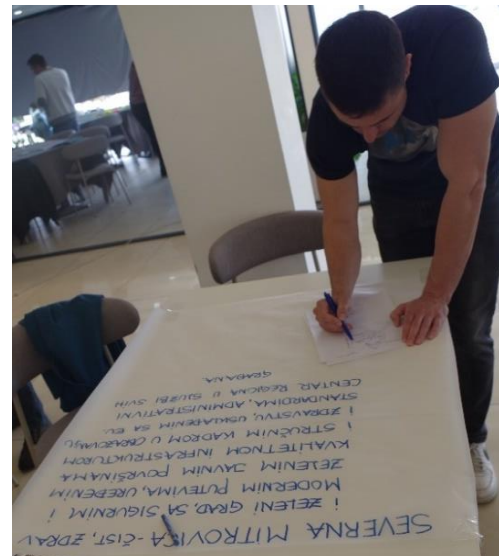
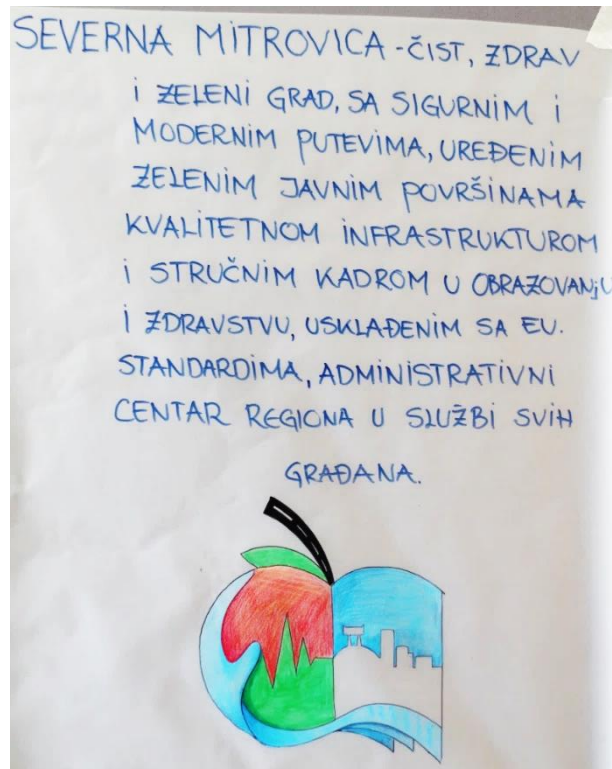


Figure 38. Vision and vision logo for municipalities of North Mitrovica and Zvečan

Declaration of Vision for North Mitrovica:

“North Mitrovica, a clean, healthy and green city, with safe and modern roads, landscaped green public spaces, quality infrastructure and professional staff in education and health, aligned with EU standards, the administrative center of the region in the service of all citizens.”



Figure 39. Presentation of Declaration of Vision for North Mitrovica

Declaration of Vision for Zvecan:

“Improved and modern municipality with equal conditions for all in education and social services, efficient traffic which connects all areas into a whole; municipality oriented towards market-based agriculture and sustainable tourism, with preserved natural and cultural resources for future generations.”



Figure 40. Presentation of Declaration of Vision for Zvecan

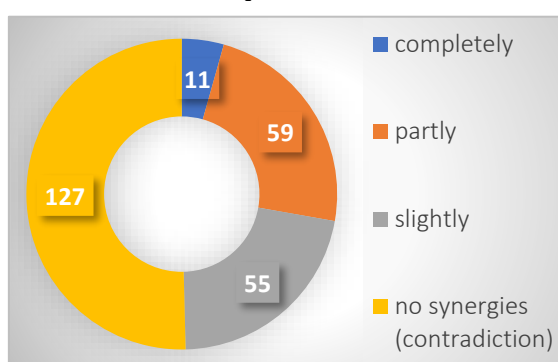
4.7. Exercise VII: Synergies and contradictions between Goals

The exercise on identifying synergies and contradictions between the goals of these two municipalities was held in parallel with mapping the goals. Municipalities were represented by the heads of the departments of urbanism. Representatives of the ministries, as well as representatives of UN-Habitat were supporting them. Their work was based on the matrix prepared in advance for identifying the synergies and contradictions between the goals identified for each thematic field.

Assessment categories were:

- completely: ++ (in synergy with each other),
- partly: +
- slightly: +-
- no synergies: 0 (contradictory to each other).

Results are presented below:



Reasons for the **large number of contradictions** between the two municipalities are:

- selected priority fields were different and
- while setting the goals, working groups had analyzed problems in detail and prioritized them for easier management.

In the context of **synergies**, there is an equality between them and there are potential opportunities for future projects of cooperation and coordination through spatial plans.



Figure 41. Workshop participants working jointly to identify potential synergies and contradictions between the goals of two municipalities

Table 33. Results of Exercise VII, Synergies and contradictions between Goals between Zvecan and North Mitrovica municipalities

| Municipality of North Mitrovica | | T01 PUBLIC HEALTH | | | | T02 EDUCATION | | | | T03 MOBILITY AND PUBLIC SPACE | | | | T04 ENVIRONMENT | | | | |
|------------------------------------|--|--|---|---|---|----------------------------|--|--|-----------------------------------|-------------------------------------|-----------------------------------|--|------------------------------------|---|---------------------------|--|----------------------|--|
| | | G1. Quality of health services is improved | G2. Infrastructure of health buildings is improved and enable accessibility for all | G3. Expanded capacity of health services and solved medical waste problem | G1. Built and modernized infrastructure | G2. Expertly trained staff | G3. Harmonized education with the labor market | G4. Business incubator / center for non-formal education built | G1. All public space are arranged | G2. Regulated all parking lots | G3. Regulated road infrastructure | G4. Modernized bus and railway station | G1. All public spaces are arranged | G2. Reconstruction of existing sewage network | G3. Sewage treatment plan | G4. Reconstruction or "Ibar" riverbank and associated facilities | G5. Waste management | |
| T01 AGRICULTURE AND FORESTRY | G1. Fulfillment of legal and administrative requirements for the development of market oriented agricultural production | ● | ● | ● | ● | ● | + | + | ● | ● | ● | ● | ● | ● | ● | ● | ● | |
| | G2. Fulfillment of technical and material conditions for the development of market-oriented agriculture | ● | ● | ● | ● | ● | ● | ● | ● | ● | + | + | ● | ● | ++ | ● | ● | |
| | G3. The community is aware of the importance of protecting the environment and improving agricultural and forestry resources | ● | ● | +- | +- | ● | ● | +- | +- | ● | +- | ● | ● | ● | + | + | +- | |
| | G4. Preservation of existing forest resources | ● | ● | ● | ● | ● | + | +- | +- | ● | +- | ● | + | ● | +- | ● | + | |
| T02 MOBILITY | G1. Improved road traffic | + | ++ | ++ | + | ● | +- | +- | ● | ● | ++ | + | ● | ● | ● | +- | + | |
| | G2. Improved railway traffic | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | + | ● | ● | ● | +- | ● | |
| | G3. Improved and regulated non-motorized traffic | ● | +- | + | +- | ● | ● | ● | ● | ● | + | + | + | ● | +- | +- | ● | |
| Municipality of Zvecan | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | |
|-------------------------------------|---|----|----|----|----|----|----|----|----|---|----|----|----|----|----|----|----|
| | G4. Improved access to tourist sites | ● | +- | +- | ● | ● | +- | + | + | + | + | + | + | ● | +- | +- | +- |
| ENVIRONMENT TA3 | G1. Clean and healthy environment | + | ● | + | + | + | ● | +- | ● | ● | +- | +- | + | +- | ++ | + | + |
| | G2. Reconstructed and functional sewage network throughout the municipality and resolved wastewater issue | + | + | ● | ● | ● | ● | ● | ● | ● | +- | ● | +- | ++ | ++ | + | +- |
| | G3. Protection and conservation of natural resources | + | +- | ● | ● | + | + | +- | +- | ● | +- | +- | + | +- | ++ | + | + |
| | G4. Raised public awareness of the importance of environmental protection | + | ● | ● | ● | +- | +- | + | + | + | ● | +- | + | ● | + | + | + |
| EDUCATION AND SOCIAL WELFARE TA4 | G1. Improved infrastructure conditions in education | +- | +- | +- | ++ | + | + | ++ | ● | ● | ● | ● | ● | ● | +- | ● | +- |
| | G2. Improved general working conditions in education | ● | ● | ● | +- | + | + | + | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| | G3. Permanently resolved housing for the social category of the population | ● | ● | ● | ● | ● | ● | ● | ● | ● | +- | ● | ● | ● | +- | ● | +- |
| | G4. Implementation of international standards at the institutional level for persons with disabilities | + | ++ | +- | + | +- | +- | + | + | + | + | + | +- | ● | ● | + | +- |

5 CONCLUSION AND FURTHER STEPS

Vision is our ticket to the future and is an extremely important part of any strategic document. It defines the desired direction for the development of our municipality. The vision represents common values and protects what is most important to all citizens, convincingly depicting change for the better within the community. The vision statement is concise and yet comprehensive. By including it in the formal document on which the municipality's strategic development is based, it creates the desired image of the municipality's appearance in eight years and paves the way to reach it.

Conclusions from the Local Visioning Workshop will serve to further strategic municipal planning, the framework for spatial development, goals, strategic priorities and scenarios, thus completing the Municipal Development Plan, and next step is development of Municipal Zonal Maps.

Main key steps and responsibility:

- Municipalities to complete the MDP on time in accordance with the law and administrative instructions
- Municipalities to initiate and support implementation of recommendations from the LVW report
- Strengthen of inter-municipal and inter-institutional cooperation and exchange of experiences
- Inter-municipal coordination for development and implementation of joint projects,
- Incorporation of the outcomes (vision, goals, objectives) in spatial development concept Of MDPs
- Begin application process for CIF taking into consideration jointly project proposals
- Support gender strategic framework development
- Disseminate the workshop material and introduce the other members of the working groups and municipal representatives to the outcomes and recommendations

Participants also expressed high appreciation for the objectives and outcomes of the Local visioning workshop, as well as with the enhanced cooperation between two municipalities and with the central level.

Based on evaluation results that the workshop led to the expected results, as for individual further development of the Municipal Development Plan of municipalities North Mitrovica and Zvečan as well for potential synergy. The participants expressed their gratitude and satisfaction regarding the cooperation and commitment of UN-Habitat in supporting the municipalities in the preparation of the Municipal Development Plans. The participants expressed their willingness, enthusiasm and great dedication to the process of drafting the Municipal Development Plans, which was demonstrated in the realization of all tasks during the workshop.

6 PARTICIPANTS LIST

| No | Name and surname | Position/ Institution |
|-----|---------------------|---|
| 1. | Dejan Krsmanovic | Head of Department of Urbanism, Geodesy and Cadaster, Municipality of North Mitrovica |
| 2. | Boro Markovic | Inspection Officer in Department of Public Services, Infrastructure, Inspection and Emergencies, Municipality North Mitrovica |
| 3. | Dejan Miljkovic | Senior officer for norm's and spatial planning, Municipality North Mitrovica |
| 4. | Hamit Mripa | Senior officer for legal issues, EU integration and coordination with donors, Municipality North Mitrovica |
| 5. | Danijela Spasojevic | Officer for cadaster, Department of Urbanism, Geodesy and Cadaster |
| 6. | Suada Hajdarpasic | Head of Department of Local Communities, Return and Public Relations, Municipality of North Mitrovica |
| 7. | Marko Bozovic | Officer, Department of Finance, Municipality North Mitrovica |
| 8. | Marina Raftovski | Officer for culture and gender issues, Municipality North Mitrovica |
| 9. | Jelena Milenkovic | Head of Infrastructure department, Municipality North Mitrovica |
| 10. | Sandra Radoncic | Officer for communities and return, Municipality North Mitrovica |
| 11. | Merita Jashanica | Senior Officer for maintenance of public services, Municipality North Mitrovica |
| 12. | Asdren Peci | IT officer, Municipality North Mitrovica |
| 13. | Marina Jakovljevic | Domovik NGO |
| 14. | Jovana Stojanovic | CDW NGO |
| 15. | Nadica Hristov | Head of the Urban Planning Department, Municipality of Zvecan |
| 16. | Natasa Aksentijevic | Officer for Construction, Municipality of Zvecan |
| 17. | Milorad Nedeljkovic | Officer for Construction, Municipality of Zvecan |
| 18. | Stevan Djokic | Head of personnel, Major office, Municipality of Zvecan |
| 19. | Jelena Sofronijevic | Administrative officer, Municipality of Zvecan |
| 20. | Mirjana Alagic | Head of Finance department, Municipality of Zvecan |
| 21. | Jovana Jovanovic | Urban Planner Associate, Municipality of Zvecan |
| 22. | Ranko Milisavljevic | Rural Development Officer, Municipality of Zvecan |
| 23. | Nebojsa Jevtic | Officer for return, Municipality of Zvecan |
| 24. | Milan Radomirovic | Head of Culture, Youth and Sport Department, Municipality of Zvecan |
| 25. | Lulzim Peci | Head of Community and Return Office, Municipality of Zvecan |

| | | |
|-----|---------------------|--|
| 26. | Darko Nedeljkovic | IT officer, Municipality of Zvecan |
| 27. | Marko Marjanovic | NGO AFPK |
| 28. | Tomislav Katic | Red Cross |
| 29. | Luan Nushi | Head of Institute for Spatial Planning, Ministry of Infrastructure and Environment |
| 30. | Atdhe Desku | Head of the sector for inter-municipal cooperation, Department for Spatial Planning, Ministry of Infrastructure and Environment |
| 31. | Besim Myrtezani | Head of Division for Supervision of the Implementation of Legislation, Legal Support and Inter-Institutional Cooperation in the Field of Legislation, Ministry of Local Government Administration. |
| 32. | Driton Xhafa | Municipal monitoring official, Ministry of Local Government Administration |
| 33. | Arijeta Himaduna | Programme Officer - Liaison, Gender and Civil Society, UN-Habitat Kosovo Programme |
| 34. | Artan Rexhepi | Programme Management Officer, Head of PMU, UN-Habitat Kosovo Programme |
| 35. | Jelena Aksentijevic | Spatial/Urban planner, UN-Habitat Kosovo Programme |
| 36. | Modest Gashi | Spatial/Urban planner, UN-Habitat Kosovo Programme |
| 37. | Dragana Milutinovic | Spatial/Urban planner Associate, UN-Habitat Kosovo Programme |
| 38. | Dragoljub Stasic | Spatial/Urban planner, UN-Habitat Kosovo Programme |
| 39. | Sanja Lazarevic | Citizen Access Advisor, UN-Habitat Kosovo Programme |
| 40. | Milan Branovic | Citizen Access Advisor, UN-Habitat Kosovo Programme |
| 41. | Adem Llabjani | Operation/Logistic Assistant, UN-Habitat Kosovo Programme |
| 42. | Anais Thizy | Intern, UN-Habitat Kosovo Programme |



INCLUSIVE DEVELOPMENT PROGRAMME
PROGRAMI PËR ZHVILLIM GJITHËPËRFSHIRËS
PROGRAM SVEOBUH VATNOG RAZVOJA

UNHABITAT

Ministries Building "Rilindja"
10000 Prishtina, Kosovo
Tel.: +383 38 200 32611
info@unhabitat-kosovo.org

PAX

Sint Jacobsstraat 12
3511 BS Utrecht, The Netherlands
Tel.: +31 (0)30 233 33 46
info@paxforpeace.nl

CBM

Bulevardi Isa Boletini 11-12
400000 Mitrovica, Kosovo
Tel.: +383 28530335
info@cbmitrovica.org

