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Ministarstvo Infrastrukture
Ministry of Infrastructure

Sectorial Strategy and Multimodal Transport 2015-2025 and
the Action Plan for 5 years

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Acronyms

AGTC	Accord General sur le Transport Combiné (European Agreement on International Combined Transport)
C	Centigrade
CEFTA	Central European Free Trade Agreement
CH₄	Methane
CNG	Compressed Natural Gas
CO	Carbon monoxide
CO₂	Carbon dioxide
CPC	Certificate of professional competency
DG TREN	Directorate General of Transport and Energy (of the European Commission)
DOR	Directorate of Roads (under the supervision of DRI)
DRI	Department of Road Infrastructure (in the Ministry of Infrastructure)
DÉT	Tonnage of heavy weights (carrying capacity of ship)
EC	European Commission
ECLO	European Commission Liaison Office (in Kosovo)
EEC	Former European Economic Commission, now part of EC
ETBE	Ethyl butyl ether
EU	European Union
EULEX	European Union Rule of Law Mission in Kosovo
EU-TCA	European Union Transport Community Agreement
ft	Feet
FYROM	Former Yugoslav Republic of Macedonia
Ha (ha)	Hectare
HDM	Highway Development and Management Model (Model)
ICAO	International Civil Aviation Organization
ICF	Inter Container Frigo
IFI	International Financial Agency
ILU	Intermodal loading unit
IPCC	International Panel for Climate Changes
ISO	International Standardization Organization
IT	Information Technology
IURR	International Trade Union of Combined Transport

kWh	Kilowatt-hour
LED	Light Emission Diode
LPG	Petrol Fluid Gas
MoInf	Ministry of Infrastructure
MoU	Memorandum of Understanding
Mt	Million tone
MTC	Former Ministry of Transport and Telecommunication
NO_x	Nitrogen oxide
O₃	Ozone
PAK	Privatization Agency of Kosovo
Pb	Lead
PIA	Prishtina International Airport
PM	Particle Matter
POE	Public Owned Enterprise
PPP	Public Private Partnership
PPP-ISC	Inter-ministerial Steering Commission PPP
PSO	Public service obligations
RMG	Railway mounting crane
ro-ro	Roll-on roll-off (type of ship)
SC	Supplying chain
SSMTAP	Sector strategy and multimodal transport and the action plan
SEETO	Southeast Europe transport Observatory
SO₂	Sulphide dioxide
SOE	Social Owned Enterprise
TEN	Trans European Network (Corridors)
TEU	Twenty feet equivalent unit (per container)
TIR	Transports Internationaux Routiers (Custom agreement on international transport of goods)
UIC	Union Internationale des Chemins de Fer (Railway International Union)
UIRR	Union Internationale (du Transport Combiné) Rail-Route (International Union of Combined Railway-Road Transport)
UITP	Union International du Transport Public (International Union of Public Transport)
UN	United Nations
UNCTAD	United Nations Conference for Trade and Development

UNECE	United Nations Economic Commission for Europe
UNMIK	(Temporary) Mission of United Nations in Kosovo
UNSCR	United Nation Security Council Resolution
USD	USA dollar
W, Wh	Watt, Watt-hour
WHO	World Health Organization

Foreword of the Minister

Aiming a successful implementation of strategic objectives for sustainable economic development of the Republic of Kosovo, raising the level of economic competitiveness, reduce social disparities, achieving regional and international trends in the development of transport infrastructure, the Ministry of infrastructure, in collaboration with many other stakeholders has drafted the Strategy of Development for Multimodal Transport for the period 2014-2025.

We are aware that the implementation of this strategy will not be easy. This, because of the lack of investments in recent decades our transportation systems are not properly developed. However, due to the commitment of MI, and related structures, we have achieved significant results. Proof of this are the construction of new highways, linking the Republic of Kosovo with neighbouring countries, expansion of existing road corridor N2 and N9 and concessioning of Prishtina Airport. In order to achieve more successes of defined objectives, we have foreseen and we are making efforts to include the private sector in some sectors.

This strategy foresees models of transport infrastructure development, implementation of which will enable the Republic of Kosovo to have a developed transport infrastructure and, simultaneously, have easier access to international markets of goods, services and labour markets.

This strategy clearly defines the objectives for sustainable development of transport infrastructure in general, for building modern roads, linked with the pan-European corridors, building modern railway, air, maritime infrastructure and electronic communications infrastructure, by creating conditions for the safe transport and observance of international standards for preserving the environment.

This strategy, in addition to the core issues dealing with transport infrastructure, capacity-building for its implementation, also foresees relevant activities of the Ministry of Infrastructure, the implementation of which coincides and complements the Government's program for membership of the Republic of Kosovo in regional and international transport organizations.

APPROACH AND METHODOLOGY

Approach

The approach for drafting the Strategy was a combination of workshops and meetings with the teams of experts and individual managers of transport infrastructure. Previously, this approach was approved by the Ministry.

The process of drafting the sector strategy has been developed by two groups: the managerial group of the process and the drafting group of the Strategy, these two groups had the technical support of the project "Technical Assistance to Strategy and the Development Plan of Kosovo".

The approach used is explained in more detail in the following paragraphs.

Wide context

In April 2005, the Office of the Prime Minister of the Republic Kosovo established the Secretariat for the Strategy and Development Plan of Kosovo (SSDPK). The Secretariat was a provisional institution, aimed at creating a strategic vision and approach for mid-term development. This Strategy was drafted in December 2006 and was foreseen to be implemented during the 2007 - 2013.

This strategy, drafted by sector working groups of ministries and relevant interest entities, foresees the major objectives for economic development of Kosovo.

The strategy is transposed to the Medium Term Expenditure Framework (MTEF) of the Republic of Kosovo. This ensured coherence, consistency and transparency in the funding of activities foreseen with the priorities set forth. The text of the first Framework was published in September 2007 covering the period 2008 - 2010.

The process of drafting the revised sector Strategies, which defined the priorities and presented planned expenditures for development of activities during 2009-2012, has been in accordance with multimodal strategy. The Government of the Republic of Kosovo, in 2012, undertook the decision to merge this Strategy with the Sector Strategy, which identified and defined strategic priorities, which are the basis of the MTEF.

Vision

Creating a modern and integrated transport services that will contribute to sustainable economic development and human capacity development of the Republic of Kosovo.

Mission

Creating an environment for safe, qualitative and functional transport system and human capacity development for provision of quality services, for ecologically clean environment, economic growth and integration in relevant international organizations and structures,

The overall goal of the Ministry of Infrastructure in the transport sector is:

To contribute to economic growth through the creation of an efficient transport system, an integrated multimodal system, road transport, railway and air transport, with low price and safe environment.

The Ministry of Infrastructure is committed to create a fully integrated transport system for all citizens, which will enable them to choose the most efficient and advantageous transportation that meets their needs, which guarantees the preservation of the environment, which is in accordance with the Government's program for cooperation with neighbour countries and integration into regional and international structure.

This strategy well defines the action plan for the development of Kosovo transport system until 2025.

Strategic and operational objectives of the MI were preliminarily drafted and approved in 2009 by the former Ministry of Transport and Communications, as part of the project of the EU Liaison Office called "Support to the implementation of the community transport agreement". This strategy includes and specifies those objectives which have remained unchanged.

Chapter 1 – Objectives of the Strategy on transport and the action plan

1.1. Strategic objectives

- Strategic objective 1: connection with pan-European corridors,
Improvement, development and maintenance of transport infrastructure, which is integrated into the Pan-European corridors and consistent with international standards,
- Strategic objective 2: Improvement of service quality,
Creating a favourable and safe regulatory environment for raising the quality of services in the field of transport,
- Strategic objective 3: Improvement of traffic safety
Improvement of traffic safety and environmental protection,
- Strategic objective 4: Cooperation with international organizations,
Membership and cooperation of Kosovo with international organizations in the field of transport,
- Strategic objective 5: Building a functional structure:
Functional structure with sufficient, motivated and competent human resources for the transport sector.

1.2. Operational objectives

This section presents the relation between the objectives discussed in section 1.1 and strategic recommendations presented in Chapter 6.

1.2.1. Operational objectives within the Objective 1 Integration into pan-european corridors

Integration of multimodal transport

- The proposed connection of multimodal transport system with important networks EU BAT, through establishing cooperation with local, regional, international entities, strategic alliances and peer companies. Railway 10 and Route R6 and R7, namely the remaining **Besi-Merdare** section, in the future shall provide alternative roads for railway X and VIII.
- **Prefeasibility study** of railway line, segment Prizren – the border with Albania;
- Improvement of existing multimodal terminal in Miradi, in order to receive 550 m long trains coming from the EU, and review the opportunities for building other terminals in the Republic of Kosovo.

Road Infrastructure and transport integration

- Improvement of priority sections in Routes 6 (N2, Vushtrri-Mitrovica, N9, Kjeve-Dolce-Peja) and Route 7 (Besi-Merdare)
- Increase, improvement of professional design of roads and maintenance requirements in compliance with EU standards;
- Improvement of information on the transport of goods with the recognition of European Regulation (EC) no. 1172/98 on collection of statistical data for the road transport of goods and establishing the obligation for the road transport operators of goods on giving information on vehicles, their route and the goods they transport.

Railway infrastructure and transport integration

- Progressive implementation of the recommendations of the feasibility study for the railway Route 10, in order to return this road in good operational condition;
- To conduct feasibility studies for building a missing railway route with Albania, its main centres and ports;
- To conduct market research to understand the needs of the multimodal terminals, Kosovo needs and understand their place in a network of intermodal terminals in the Balkans in relation with the development of distribution centres and logistics in the region.

Integration of civil aviation

- Ensure full implementation of all safety criteria, and acts that regulate and precise security measures prescribed by ICAO annexes and European legislation on civil aviation safety, of all structures of civil aviation.

1.2.2. Operational objectives within the Objective 2 Improvement of service qualities

Increasing the quality of multimodal transport services

- The modernization of freight terminal in Miradi, in order to increase the delivery of services of BAT;
- Feasibility studies for the modernization of existing passenger terminals and building new terminals proposed for passenger transport and modernization of multimodal terminal for Prishtina, including its connection with the airport, Peja, Prizren, Gjilan, Ferizaj, Gjakova and Mitrovica;
- Prepare a plan of intermodal corridor for passengers in the railway Route 10 and Prishtina-Peja.

Increasing the quality of road transport services

- Improving the priority segments of national roads;
- Increase the assets and maintenance, planning and programming works;
- Engineering capacity building and supervision of construction of highways;
- Restructuring of the transport industry of passengers by bus:
 - Encourage merger of companies, respectively their union, in order to become more powerful and more efficient;
- Issue guidelines for drafting plans for transport at the municipal level;
- Provide public transportation services in Prishtina International Airport (PIA).

Services for the transport of goods and dangerous goods:

- Issuance of Certificate of Professional Competence (CPC) for lorry drivers and mandatory testing for CPC;
- Organize and conduct mandatory training for transport of dangerous goods;
- Application of a travel diary system for drivers of all commercial vehicles over 3.5 tones gross.
- The application of EU standards for commercial vehicle testing:
 - Strengthening of vehicle testing regime.

Increase of quality of services for railway transport

- Progressive implementation of recommendations of the feasibility study for railway Route 10 in order to be in normal functional condition;
- Organization of feasibility studies for the construction of a railway route with Albania, its main centres and ports, which for now does not exist and it is very essential;
- For the two new types of transport services, passenger and freight, the combination of the use of roads and railways, should be designed to provide the most efficient and appropriate services, simultaneously, to exploit the best available resources for security and sustainable development of transport.

Improving the quality of civil aviation services

- Increase the quality of delivery of air navigation services;
- Favourable environment should be developed for flight companies operating in Kosovo, with favourable cost;

Create facilities for access to maritime and port transport services

- In order to improve access to existing ports, negotiating and reaching specific agreements, bilateral and multilateral, with respective port authorities (e.g. with the Durres Port Authority, Bar Port Authority, Thessaloniki), and Interstate agreements with relevant countries, Albania, Greece, Montenegro and the customs service agreements of mutual interest. In order to achieve such agreements, specific analyzes dealing with the following issues should be made:
 - Identification of the cost of harbor services, in order to determine profitable fee prices that impact the signing of long-term service contracts;
 - Preparation of bilateral, or multilateral, draft-agreements, in accordance with current international regulations, in order to facilitate transit port transport (e.g. the zone of free trade in ports, customs facilitation, etc.).
- In long term: further studies on the development of the Shëngjin port

1.2.3. Operational objectives within the Objective 3, improving the traffic safety

Road safety issues are addressed in a separate component of the Road Safety Strategy and Action Plan. In order to avoid duplication and repetition of related recommendations, they are not included in this document.

Also, issues related to the railway transport safety, are addressed in another separate part of the project and are not presented in this document. However, these strategies aim at increasing the quality of railway transport services (for reference, section 1.2.2.3), improving traffic safety and are designed in accordance with this strategy.

With regard to the **safety of civil aviation**, it is recommended the full implementation of all safety measures, which are regulated and specified in annexes of ICAO and European legislation on civil aviation safety, from all participants of civil aviation.

1.2.4. Operational objectives within the objective 4 - Cooperation with international organizations

To develop activities and become a member of various international organizations for bilateral cooperation in the area of transport, the following objectives should be implemented:

- Membership in the World Road Association (former PIARC) and the European Road Federation (ERF), and as soon as possible, at ITF, AETR, ADR.
- Signing of bilateral transport agreements with countries with which we do not have any agreement, but we have interest, as well as implement the existing ones.
- Membership in the International Union of Railways (UIC), the Commission of European Railways and Railway Network (RNE).
- Membership in International Civil Aviation Organization (ICAO), IATA and Eurocontrol.
- Signing specific agreements with relevant harbour authorities (e.g. Bar, Durres and Thessaloniki harbour authorities), on a commercial basis.
- Reaching specific agreements with relevant countries (e.g. Albania, Greece, and Montenegro), in bilateral or multilateral basis, in order to benefit from trade facilitation and achievement of agreements on customs services.
- Cooperation with international bodies and organizations, in which we are members (CORTE, IRU, CIECA, CITA, UITP, SEETO).

1.2.5 Operational objectives within the Objective 5, Implementation of a functional structure

The document includes a separate component for training the staff in the Ministry of Infrastructure in general and the Department for European Integration, Policy Coordination and Transport Planning, including the Division for Policy Coordination and Transport Planning (DPCTP, former TPU), in order to increase the capacity for strategic planning, models and forecasts of transport and traffic development, for designing programs and projects of high professional level.

Chapter 2- European policies and current situation of transport infrastructure

2.1. Transport and environmental policies

The EU transport system is currently known as non-sustainable, primarily due to the large consumption of fuel, which caused and continues to cause the increase of CO₂ emissions. This system is still seen as not very efficient, especially because of still existing blockades and barriers.

EU transport policies

2.1.1.1 "White Paper of the EU Transport - a guide to unique area of European transport, 2011"

"The White Paper published by the EU in March 2011, provides concrete initiatives for building a competitive transport system that would increase the mobility and increase the fuel production and employment in the EU, which would reduce the EU dependence of oil. This book also provides measures to reduce traffic congestion and reduce carbon emissions by 60% before 2050. The paper includes these essential changes in transport policy:

- A fundamental restructuring of the regulatory framework for railways and preparing a new package for railways (2012/2013), so that the railway sector becomes more attractive and more capable for meeting the growing needs of the transport market of passengers and goods in the middle distance (longer than 300 km) before 2050.
- The definition of a "multi - modal" European core network, with new funding opportunities and conditions.
- Elimination of blockages and barriers in other parts of the network (e.g. airports, rivers and seas).
- New approach towards traffic congestion, by applying the principle "the polluter pays" and "the user pays". This will be achieved by setting fees for the use of road infrastructure by passenger vehicles, by calculating all costs for all vehicles, in order to cover the costs of infrastructure and social costs of traffic congestion, CO₂ emissions, and pollution of environment, noise and accidents. This approach should be applied to all kinds of transport.
- Fair and stable transport financial system applying the principle of destination of collected revenues from transport users for the development of an integrated and efficient network.
- Promote the production of transport means that do not pollute the environment, safe and noiseless, from vehicles to ships, boats, mobile means and planes. Key areas will include: the use of alternative fuels, new materials, new driving force systems and IT management tools and communication and integration of complex transportation systems.

- Special attention will be paid to the transport in cities that promote the payments of urban road use and access to restriction schemes,
- Big push towards multimodal transport planning and integrated tickets for passenger services
- Big push towards multimodal transport of goods for optimizing the performance of multimodal logistic chains, including the increase of natural use of types of transport with efficiency, such as trains, ships and rivers and developing intermodal land transport with exchanging bodies, or other units of intermodal load (ILU).

The EU White Paper 2011 clearly introduces the following objectives:

- By 2050, no conventional fuel vehicles in cities
- By 2050, 40% reduction of fuel use in aviation. By 2050, at least 40 % reduction of pollution from ships.

By 2030, 30 % of road transport in distance beyond 300 km

- By 2030, 30 % of the road transport in distance beyond 300 km. should be transferred into other types of transport, such as train or waterborne transport, and more than 50 % by 2050.
- By 2050, a European network with high standards should be completed and maintain a dense railway network in all Member States. By 2050, the majority of medium distance transport of passengers should be made by train.
- By 2030, a key multimodal network TEN-T should be implemented across the EU, with a high quality and capacity network by 2050, as well as a range of information services.
- By 2050, all key network airports should be connected with the railway network, preferably with high-speed routes.
- By 2050, must be ensured that all key seaports are sufficiently connected to the network of railway transport of goods, and, where necessary, with the river system.

As a conclusion, this document sets out the following principles:

- “The actions cannot be delayed. It takes many years to plan the infrastructure, build and equip trains, planes and ships, the choices we make today will determine the transport in 2050”
- “During the next years, we intend to create a reliable area of the common European transport by eliminating all remaining obstacles and national systems and facilitate the integration process and facilitate the emergence of multinational and multimodal operators”
- “The goal is to address the capacity and quality of airports.”
- “The priority is the creation of a single European railway area, including the elimination of technical, administrative and legal obstacles that still impede the entry to national railway markets, harmonization and supervision of security certificates.”
- “The priority is the core of the network. It should provide efficient multi - modal link between EU capitals and other major cities, harbours, airports and key land border crossings, and other major economic centres. It should focus on completing the missing routes, improving existing infrastructure and the development of multi-modal terminals in harbours and rivers and the consolidation of logistics centres in cities. Better train – airport connections for long distance trips should be planned.”
- “The level of investment for the development and maintenance of railway infrastructure is insufficient to ensure the expansion of the sector and its effectiveness.”

2.1.1.2 EU communication for a sustainable future of transport (2009)

EU communication “A sustainable future for transport towards an integrated technology-lead and user friendly system” (17 June 2009) sets out the following objectives:

Orientations to meet the above mentioned objectives are noted in this EU communication, such as:

- Improvement and expansion of infrastructure to create a single network of integrated transport, using the advantages of each form and paying special attention to joints of intermodal system and platforms.
- Application of better price system, with incentives for users, planners and investors, providing resources for sustainable transport.
- Completion of the internal market and enhancing competitiveness, by not leaving aside the safety, security standards, working conditions and consumer's rights.
- Promotion of technological development and the transition to low carbon transport, with a clear legal framework and regulatory bodies, standards and funding of demonstration projects, research and development projects.
- Raise the awareness of citizens and employees/involvement in the development of transport policies.
- Avoidance of uncoordinated actions and contradictory approaches, by coordinating the policies of various factors involved in various levels of government;
- Increase the awareness through EU policies dedicated to international transport, to ensure further integration with neighbouring countries and the expansion of economic and environmental interests of Europe.

EU policy for environment and its relation to transport policies

EU policy on environment, related to transport policies, focuses on the development of integrated multimodal transport system, which provides a safe environment.

Transport sector is responsible for 1/3 of all energy consumption of fuel in the EU, more than 1/5 is the emission of greenhouse gases. 96 % of the transport sector today is dependent on oil.

The transport is not only a sector with the most energy consumption, but it is also the sector with the most rapid increase in terms of energy consumption trends.

The transport in EU is also the cause of pollution of a large part of air in urban environments, nuisance noise, traffic jams in and around the cities and a very high level of emissions of greenhouse gases.

The transport also has a great impact on the nature, divides the natural areas in small parts with serious consequences of biodiversity.

The transport is also the cause why a large part of the population (about 25 %) faces annoying and harmful noise.

The main issues of environment related to the transport are the following:

- Protected areas,
- Cultural heritage
- Hydrology and soil erosion
- Air pollution and greenhouse emissions

- Alternative energy and technology
- Waste management
- Noise management
- The land use and division in zones.

Transport and environment policies are focused on:

- Development of sustainable transport system
- Division of transport and GDP growth.

These policies pay special attention to:

The transport in sensitive areas and protection of population, animals and plants, air quality, nature, soil, cultural heritage.

Energy consumption and emissions of many pollutants from transport has been decreased in 2009, but this reduction may be only a temporary effect of the economic downturn. More fundamental change in European transport system is needed, especially to prevent the negative impacts of transport during meeting additional requirements along with economic growth. The European Commission has proposed measures, which by 2050, will reduce the level of greenhouse gas emissions (GHG) for 60 %, and decrease consumption of petrol in the transport sector for 70 %.

Technological improvements for producing clean vehicles in accordance with the growing transportation needs.

Environmental and legislation policies deal with monitoring the reduction of gas emissions and improvement of air quality, reduction of noise with appropriate measures to be implemented in Member States. Key texts deal with the environmental noise, maximum pollution, cleaner air, gas emission limits from vehicles and fuel quality.

Regional and local authorities play an important role in their decisions about the land use for transportation infrastructure needs, for solving the issue of transport and linking the settlements with local, public and regional roads. For this reason, special attention should be paid to fair planning of the land use for new settlements and roads.

Transport and environment reporting mechanism (TERM) 2011, has established a base of annual assessment on progress towards objectives by introducing TERM Core Set of Indicators (TERM-CSIS) that also enables the supervision of achievement of objectives.

2.2. Regional context (SEETO)

Kosovo is a member of the Southeast Europe Transport Observatory (SEETO). In order to stimulate the development of transport infrastructure in Eastern Europe, a Memorandum of Understanding for the development of central and regional transport network has been signed on 11 June 2004 by the governments of Albania, Bosnia and Herzegovina, Croatia, the former - Federal Yugoslav Republic of Macedonia, Serbia, Montenegro and the United Nations Mission in Kosovo and the European Commission.

The purpose of this Memorandum of Understanding is cooperation in development of main and auxiliary infrastructure in the central regional network of multimodal transportation of Southeast Europe and strengthening of policies, which facilitates such development in this area. The network development should include maintenance (including preventive measures and repairs), reconstruction, rehabilitation, advancement and new constructions in the main and auxiliary infrastructure as well as its operation and use with the intention of creating a more efficient and environmental way of the regional transport. The infrastructure and related services, including administrative and regulatory procedures, are provided in this Memorandum.

The memorandum of understanding is expected to be replaced by a legal document, Transport Community Treaty between the EU and Southeast European countries, which will establish the South East Europe Transport Community. Research discussions for EU cooperation with neighbouring countries in the field of transport were initiated in 2007 and an informal inter-ministerial conference has been organized in Belgrade, on May 7, 2008, called 'The European Union and Southeast Europe; common vision of bond between people'. The conference was organized in collaboration with the Southeast Europe Transport Observatory, and with the assistance of the European Commission the planned activities associated with the "community transport" has been introduced.

From 23-27 April 2009, the European Commission Directorate - energy and transportation officials (DG TREN) and assisting official for Western Balkans railway issues have visited Kosovo in order to assess the situation in the transport sector. The purpose of the visit, headed by Jean - Eric Paquet, Head of International Relations for transport issues and the Unit for Network Policies of Trans-European Transport, DG TREN, was to discuss the future Treaty of transport community between the European Commission and the Western Balkans. The visit, as part of the Second Round of bilateral talks, was focused on two main issues of future Treaty negotiation, namely the promulgation of legal acts for transport in Kosovo and harmonization of this legislation with the 'acquis communautaire', i.e. with the legislation of the European Union community. Discussions with the Government of Kosovo were focused on the current state of the road and railway transport, including the implementation of railway reforms and the establishment of a railway regulatory. Questions were raised about the lack of investment for maintenance of existing railway infrastructure.

The next treaty of transport community will cover all types of transport, including road, railway and maritime transport. The treaty should provide a framework for planning and implementation of reforms and investment in the field of transport; as well as facilitate access to the market between partners in the region and with the EU, and will provide an effective basis for future investment projects in the transport sector.

The Five-Year Plan 2010-2014 has been issued in December 2009. This is the fifth plan for transport and the second one after SEETO has become an institution for regional transport owned by the participants and with the valuable support from the European Commission.

The central network is defined in the Memorandum of Understanding as a multimodal network including roads, railways and marine internal links in seven participating countries in SEETO,

together with a number of sea, river harbours and airport joints. Development of regional central Network is one of the key requirements for social and economic development of Southeast Europe. It will strengthen ties with neighbouring countries, accelerate the flow of international trade and create a better connection with distant regional areas of Southeast Europe.

Total length of the central road network is 5,975 km, comprising 3,019 km. of corridors and 2,956 km. of roads. The total length of the central railway network is 4,615 km, including 3,083 km of corridors and 1,532 km of roads. The total length of the river Danube (Corridor VII) in Serbia and Croatia was estimated 588 km., and the navigable length of the river Sava is 593 km. Central network also includes seven seaports, two river ports and eleven airports.

2.2.1. Basic road network of SEETO

Central road network consists of three corridors (or 8 corridor branches) and seven roads (or 9 road branches). The total length of the network is 5,975 km (3,019 km of corridors and 2,956 km of roads). The central road network is shown in the Figure of the following page. In Kosovo, there are no major corridors, however, there are about 250 km of road 6 and 7 (see Figure 1 below). These roads are important for the national and regional level.

Road 6 links Ribarevina (Montenegro) with Skopje (FYROM) through Zubin Potok, Mitrovica, Prishtina, Ferizaj and Hani I Elezit (Kosovo). In Ribarevina, the road 6 links with the road 4 linking the port of Bar (Montenegro) with Belgrade (Serbia) and Vat (Romanian border).

Road 7 links Lezha (Albania) with Dolcevac (Serbia), through Vermica, Prizren, Prishtina and Podujeva (Kosovo). Dolcevac is in Corridor X.

2.2.2. Basic railway network of SEETO

Central railway network covers 4,615 km of railway routes. It consists three corridors (or 7 corridor branches) and 6 roads. The total length of corridors is 3,083 km, while the length of roads is 1,532 km. In Kosovo, there are some 150 km of railway central network of SEETO (Road 10). SEETO central railway network is shown below in Figure 2.

Road 10 links Kralevo (Serbia) towards Skopje (FYROM) through Kosovo.

Figure 1 - SEETO central road network



Source: SEETO MAP 2009-2013

2.2.3. SEETO central ports

SEETO Central network ports consist of nine sea ports, of which two are located in neighbouring countries of Kosovo:

- Bar, (Montenegro) has an area of 2,000 ha, and 20 anchorages/beds. It includes a container terminal area. Maximum of cruise depth is 14 m.
- Durres (Albania), has an area of 138 ha and 11 anchorage beds. It includes a container terminal area. Maximum of cruise depth is 11.5 m.

2.2.4. SEETO central airports

SEETO central Airports consist of 11 airports, including Prishtina airport. While ten other airports are: Banja - Luka and Sarajevo (Bosnia and Herzegovina), Dubrovnik, Split and Zagreb (Croatia), Podgorica (Montenegro), Tirana (Albania), Skopje (FYROM), Belgrade and Nis (Serbia).

Figure 2 – SEETO central railway network



Source: SEETO MAP 2009-2013

2.3. Existing road transport

2.3.1. Main and regional road transport

The road network in Kosovo is categorized into highways, national and regional roads, which are under the administration of the Ministry of Infrastructure (MI) and on local roads, including roads within settlements, urban roads, connecting and uncategorized roads under the administration of municipalities. The network includes the approximate length of roads (see Table 1).

Table 1 – **Current road network in Kosovo (km)**

Type	Asphalted	Percentage	Un-asphalted	Percentage	Total in Km
MI	1921	95.48%	91	4.52%	2012
Highway	78	100%			78
National	626	99.52%	3	0.48%	629
Regional	1217	93.26%	88	6.74%	1305
Municipal					4925
Local					4355
Urban					570
Total					6937

* Assessment

Source: MI, DEIPC June 2015

The current action plan will mainly focus on national and regional roads, administered by the Ministry of Infrastructure. A specific action will be taken with the reclassification of roads.

Central network includes (see Figure 3):

- Road M2, which runs from the northern border with Serbia, through Prishtina to the southern border with the Republic of Macedonia. This road corresponds with the Road 6 of SEETO road central network. Its southern part connects Prishtina with corridors VII and X of Europe (see Figure 1).
- Road M25, coming from Nish (Serbia) from the north-eastern border with Serbia, through Prishtina and Prizren, on the southern border with Albania. This road corresponds to Road 6 of the SEETO road central network. This road is very important in its southern part because it links Kosovo with Albania. Construction of the Highway Rreshen - Blinisht - Kukes is under construction.
- Road M9, from the eastern border with Serbia, through Prishtina and Peja and in the western border with Montenegro. Currently, this road has the highest national importance as it connects the two major cities of Kosovo. The part towards the Montenegro border is being re-constructed and this will improve the route with Montenegro.
- Main additional roads are M9.1, M22.3, M25.2 and M25.3 composing branches of these main connections.

The central network is well-organized; with Prishtina at the centre of all regions of the country are well connected.

The regional network includes two types of connections:

- Regional roads, having the role of supplementing the network map and constitute connections between the main axis and regions, or connect important settlements in regional basis.
- The rest of the regional roads have only limited national importance, even regional, and connect small settlements with central network. A part of this network is not fully built and, in general, is unpaved and there is no part between the two existing branches.

2.3.2. Local road network

Kosovo has 38 municipalities. These municipalities are responsible for maintenance, operation and development of their road network. Also, municipalities are responsible for organizing the road network, the necessary personnel and local road conditions.

It is known that local road conditions cannot be compared with the conditions of main and regional roads, which in general, have acceptable conditions, besides the lack of maintenance. Regional roads are designed according to the standards of former Yugoslavia, with a standard width of 6 m layer. The design of local roads often is pursues the standards of regional roads, since there is no specific standard, but it can be lower with a layer width of 3 m, or less (mostly for unpaved roads).

Local roads are unpaved, but also the paved part of the network, in most cases, in critical condition, meaning that passing there is dangerous. This condition is the result of lack of funds, but also the lack of professional staff and managerial experience in the municipalities, which presents a problem that needs to be solved. Most municipalities are not aware that the issue of the network functioning is their responsibility.

MI has a rehabilitation program for the maintenance of roads in cooperation with municipalities, and this program is considerably implemented from 2008 onwards. MI has invested in the entire Kosovo network, since it seems to justify the potential reclassification of the network, including more roads under the responsibility and national funds.

2.4. Existing railway network

Kosovo railway network extends to a length of 333 km (see Figure 4). It covers one way standard un-electrified routes.

The main route extends from the northern border of Kosovo, in the north of Mitrovica to Hani I Elezit, in border with Macedonia and goes through Fushë Kosova, near Pristina. This route long 141 km is part of SEETO railway central network, Road 10 and connects Skopje (FYROM) with corridors VIII and X of SEETO.

Other routes cover the routes Fushë-Kosovë – Pejë, Klinë – Prizren (Klina is located on the route between Fushë-Kosova and Peja) and Fushë-Kosova - Pristinë - Podujevë. Some of these routes are not functioning, especially those in direction of the border with Serbia, including the railway route of Podujevo, then railway route with Prizren, though they are important for the citizens of these regions.

There is no direct railway route that connects Kosovo, Montenegro and Albania.

2.5. Existing civil aviation infrastructure

International Airport "Adem Jashari" is included in the SEETO Central Airport Network. It has a track 2,500 m long and 45 m wide. The building of terminal for passengers has an area of 3,500 m², while the airport platform has a surface of 24,700 m² which can receive 5 average aircrafts at the same time. An agreement on public and private partnership for operation and expansion of PIA was signed in August 2010. Besides PIA airport, there is also the Gjakova airport, which until now has been used by members of Italian KFOR, and 12 aviation fields, which are used for agricultural purposes, and a sports airport in Dumosh of Podujeva.

Figure 3 - National and regional road network in Kosovo



Source: Ministry of Infrastructure

Figure 3 – Railway network in Kosovo



Source: Railway 10 rehabilitation study (COWI - IPF, October 2010)

2.6. The project of Shëngjin port

For maritime transport, Kosovo uses the ports of neighbouring countries, the one of Durrës (Albania), Bar (Montenegro) and Thessaloniki (Greece). The Government of Kosovo in all bilateral meetings has expressed its interest to obtain the use of the port of Shengjin, but so far it has not resulted in any concrete agreement. Table 2 below presents a comparison of existing characteristics of Shengjin port and other ports used by Kosovo.

Table 2 – Comparison of characteristics of existing and potential ports for Kosovo

Characteristics	Shëngjin		Durrës	Bar	Thessaloniki
	Existing	Potential			
Max. floating depth (m)	6.5	8.5	10.0	14.0	15.0
Bed length (m)	80	710	2,200	3,500	3,900
Jard (ha)	1	11	60	110	150
Max. size of the ship (DWT)	5,000	13,000	25,000	40,000	60,000
Port capacity (Mt)	0.5	2.0	4.0	5.0	16.0
Road distance* (km)	207	207	257	427	321
Railway distance* (km)	-	248 [#] /461 [§]	281 [#] /387 [§]	-	329

From Prishtina

[#] Through Prizren (new construction)

[§] Through Skopje and corridor VIII (construction of missing route)

Chapter 3 – Requirements for mobility and transport services in Kosovo

3.1. Demographic and economic situation in Kosovo

3.1.1. Public transport needs according to the number of population

3.1.1.1. Demographic records

Kosovo is a country with high population density and a very young population. 39% of the population lives in the main centres of Kosovo, while the other rest live in smaller urban centres and villages.

Table 3 shows the demographic characteristics when compared with neighbouring countries, while Table 4 shows the population of the major cities of Kosovo. Figure 5 shows municipalities and the territorial division of municipalities.

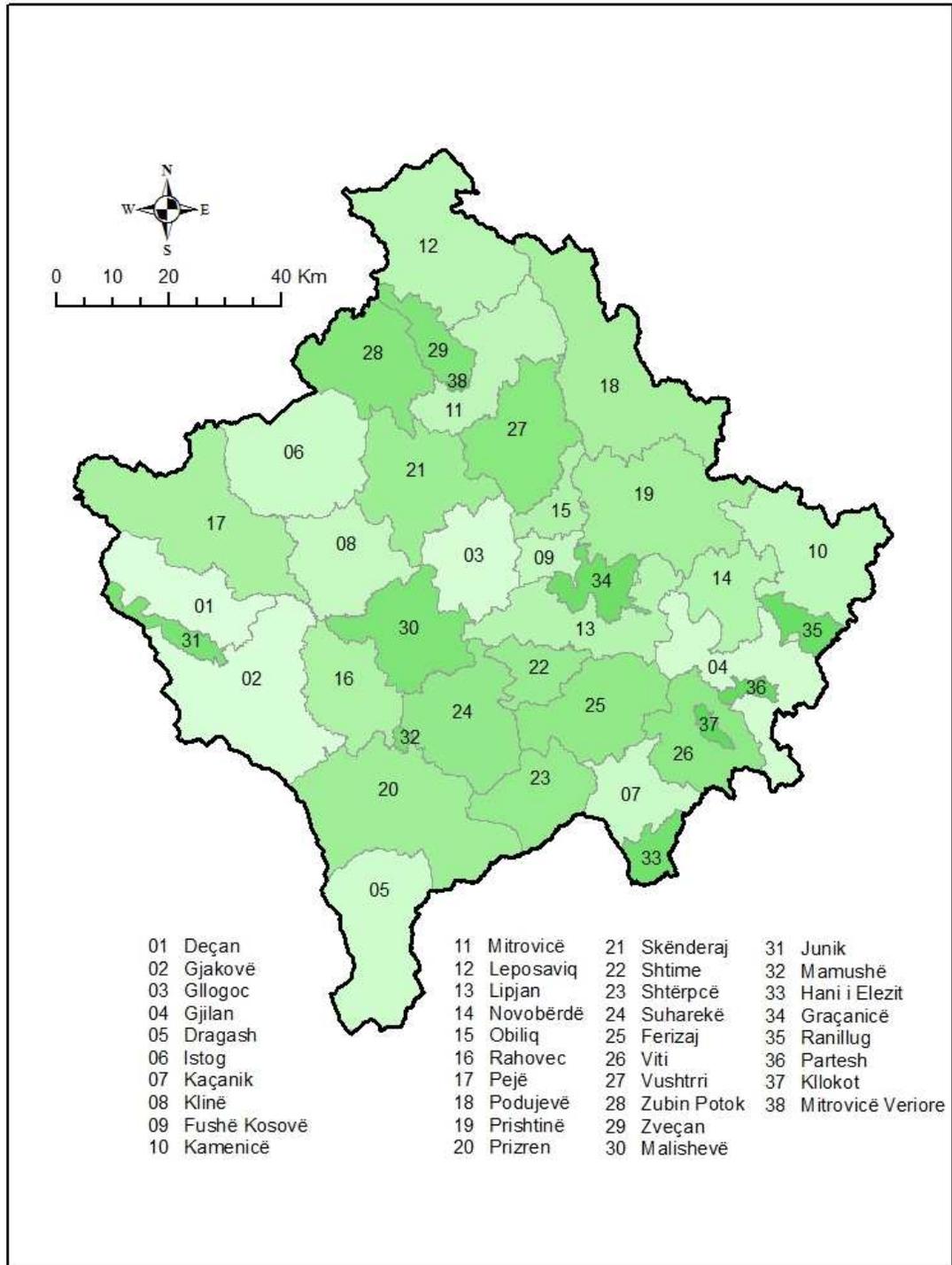
Table 3 – Comparison of demographic characteristics of Kosovo with the ones of neighbouring countries

Characteristics	Kosovo	Albania	Montenegro	Macedonia	Serbia
Population	1,733,872	3,200,000	630,000	2,050,000	7,320,000
Area (km ²)	10,908	28,750	13,812	25,700	83,360
Density (ban./ km ²)	174	111	45	80	88
Population under 15	28 %	23 %	20 %	20 %	15 %
Name of capitals	Prishtina	Tirana	Podgorica	Shkup	Beograd
Capital population	145,149	764,000	135,000	500,000	1,630,000
No. of main cities	9	11	2	7	9
Average population in main cities	68,500	148,000	50,000	60,000	171,000
% of population in main cities	39 %	75 %	37 %	45 %	43 %

Table 4 – Population in regions, municipalities and main cities in Kosovo (2011)

Name	Region	Municipality	City
Prishtina	476,192	198,214	145,149
Prizren	331,575	178,112	85,119
Pejë	172,602	95,723	48,962
Ferizaj	185,734	108,690	42,628
Gjakova	194,273	94,000	40,827
Mitrovica*	192,799	71,601	33,904
Gjilani	180,697	90,015	54,239

*Municipalities of Leposaviq, Zveqan, Zubin Potok and a part of the Mitrovica town have not participated in the population census.



The map of Kosovo municipalities

3.1.2 Kosovo's economy

The table shows the comparison of GDP in Kosovo with the GDP in neighbouring countries. In 2014, Kosovo's GDP per capita was the second most highest in the Western Balkans.

According to the projections provided in Table 5, GDP in Kosovo shows an increase from 2.8 to 4% during 2012 – 2019.

Table 5 – Comparison of GDP between Kosovo and neighbouring countries

	2012	2013	Projections				
			2014	2015	2019	Annual average (2020-2030)	
						Low/ Moderate	Moderate/ High
Albania	1.1	1.4	2.1	3	4.7	2.46%	3.23%
Bosnia and Herzegovina	-1.2	2.5	0.4	1.5	4	1.79%	2.46%
Croatia	-2.2	-0.9	-0.8	0.5	2	0.93%	1.65%
Kosovo	2.8	3.4	2.5	3	4	2.70%	3.60%
FYROM	-0.4	2.7	3.5	3.5	4	2.89%	3.84%
Montenegro	-2.5	3.3	1.5	3.4	3	2.41%	3.18%
Serbia	-1.5	2.6	-2	-0.5	3	1.11%	1.83%

Source:

- Actual figures for 2012-2013 and projections for 2014-15 and 2019 are based on: IMF. (2014) *World Economic Outlook: Legacies, Clouds, Uncertainties*. Available from: <http://www.imf.org/external/pubs/ft/weo/2014/02/>
- Annual average projections for the period 2020-2030 are based on study team's assessment and consultation with the World Bank team.

Analysis of projections concerning economic activity shown in Table 5 (Source: World Bank) points to an increase in the GDP in the period 2012 – 2019.

Foreign trade of Kosovo is highly imbalanced, with the import value (EUR 2, 54 billion in 2014) 7.7 times greater than the export value (EUR 330 million in 2014).

The ratio of import/export of major products is shown in Table 6, and classification by country is shown in Table 7. Figure 7 shows the countries of origin of the main products for import and the export destinations.

The table below gives the values for the years 2010-2014.

Table 6 – Export and import by SITC section

(000€)

Code	Export	2010	2011	2012	2013	2014
0	Food and livestock	18.710	17.552	19.843	20.723	25.472
1	Beverages and tobacco	5.368	8.097	10.264	13.387	12.498
2	Unprocessed goods	73.944	81.108	77.711	73.836	77.617
3	Fuel	10.845	16.229	13.359	22.562	17.094
4	Vegetable and animal oil	100	45	59	45	19
5	Chemical products	2.426	4.174	5.803	8.139	10.249
6	Processed goods	165.993	168.766	123.441	129.437	153.876
7	Transport machinery and equipment	9.745	16.162	16.628	11.629	13.637
8	Other unprocessed goods	8.735	6.902	8.912	13.941	14.027
9	Goods not classified elsewhere	91	131	81	143	54
	Total	295.9	319.165	276.100	293.842	324.543
Import						
0	Food and livestock	354.396	413.054	420.982	429.618	460.039
1	Beverages and tobacco	102.099	114.472	116.808	119.203	123.344,5
2	Unprocessed goods	65.897	86.309	83.751	63.688	65.265
3	Fuel	339.225	452.498	457.935	412.309	400.123
4	Vegetable and animal oil	17.346	19.292	23.468	22.737	21.870
5	Chemical products	205.055	256.657	264.181	277.471	284.059
6	Processed goods	421.836	488.804	520.567	520.610	510.318
7	Transport machinery and equipment	439.861	422.316	411.112	385.376	417.933
8	Other unprocessed goods	202.580	226.544	207.024	216.185	252.490
9	Goods not classified elsewhere	9.432	12.401	1.779	1.866	2.894
	Total	2.157.7	2.492.348	2.507.609	2.449.064	2.538.337

Table 7 – Export by main countries

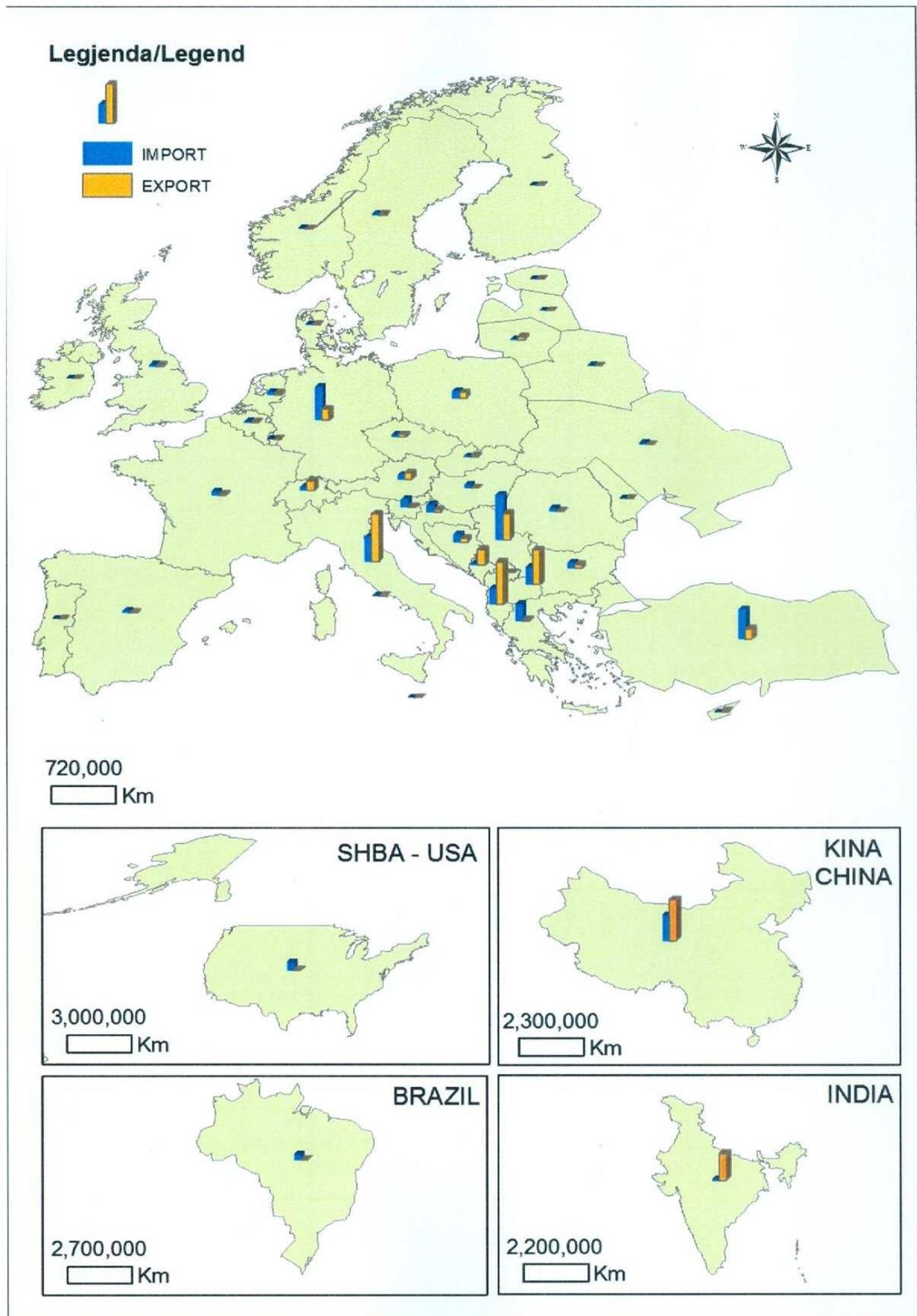
(000€)

Country	Export									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total	56,283	110,774	165,112	198,463	165,328	295,957	319,165	276,100	293,842	324,543
28 EU countries	22,739	43,455	71,208	94,767	73,425	134,555	139,440	109,782	118,422	98,086
CEFTA	28,924	50,622	65,663	60,743	51,340	66,868	80,323	100,268	104,503	127,146
Albania	5,785	12,645	20,799	21,113	26,182	30,841	34,566	40,180	43,774	44,011
Macedonia	10,828	9,734	17,385	20,046	17,355	26,308	30,949	26,376	26,139	35,960
Montenegro	7	2,207	2,913	3,770	3,084	3,920	6,988	16,759	17,310	16,069
Serbia	4	20,910	19,280	9,893	3,504	3,941	7,198	14,968	14,463	27,292
BiH	3	5,126	5,287	5,919	1,206	1,847	612	1,974	2,812	3,807
Moldavia	8,158	:	:	1	9	12	10	11	4	7
EFTA	3,411	7,110	13,004	7,382	10,517	17,844	17,692	15,149	7,159	10,082
Other European countries	7	1,668	2,710	3,044	6,512	9,357	7,831	11,380	7,507	10,441
Turkey	0	1,668	2,660	3,044	6,512	9,357	7,831	11,380	7,393	10,365
Other non-European countries	4	3	25	286	297	123	230	264	339	504
USA	1,045	3	17	286	290	116	182	254	314	500
Aziatic countries	1,041	6	3,159	24,120	17,127	59,686	43,754	26,157	30,243	70,084
	2	7,910	9,344	8,122	6,109	7,524	29,895	13,100	25,669	8,201

Table 8 – Import by main countries

Country	Import									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total	1,157,492	1,305,879	1,576,186	1,928,236	1,935,541	2,157,725	2,492,348	2,507,609	2,449,064	2,538,337
28 EU countries	464,083	508,257	540,622	667,774	634,354	743,989	809,904	772,657	676,320	720,382
CEFTA	415,377	257,754	237,895	346,536	292,012	319,313	365,961	287,739	185,020	139,668
Albania	83	23,108	35,262	59,632	58,385	69,714	96,400	110,528	110,597	133,702
Macedonia	415,377	257,754	237,895	346,536	292,012	319,313	365,961	287,739	185,020	139,668
Montenegro	77	17,800	15,063	13,789	13,059	11,454	12,232	10,510	11,387	13,848
Serbia	18,093	191,053	222,534	208,951	211,133	260,471	254,917	278,388	285,356	368,234
Bosnia and Herzegovina	93	18,465	29,838	38,747	59,742	82,986	79,835	85,309	83,531	64,793
Moldavia	220,148	77	30	118	24	50	559	183	430	138
EFTA	6,411	24,057	32,634	35,291	24,096	23,352	24,568	26,482	22,048	32,448
Other European countries	11	109,053	118,094	139,979	148,179	155,206	190,887	209,292	212,894	248,513
Turkey	152,257	97,075	101,827	128,249	141,825	150,360	184,452	199,881	204,922	238,268
Ukraine	57	11,978	16,267	11,730	6,355	4,846	6,434	9,411	7,972	10,245
Other non-European countries	18,450	32,186	48,605	71,316	68,270	65,417	88,630	93,309	102,268	111,675
USA	50	11,555	14,698	23,610	26,758	35,311	42,847	46,916	52,152	62,700
Canada	19	1,615	2,987	3,366	2,706	1,949	3,362	3,339	2,850	7,287
Brazil	19,057	18,578	30,282	43,499	38,006	27,188	40,925	41,791	45,756	39,551
Mexico	57	438	637	841	800	968	1,496	1,262	1,509	2,137
Asiatic countries	97,345	85,496	118,974	135,287	147,504	154,502	190,611	186,268	204,363	225,647
Japan	45	8,666	10,120	10,759	15,796	12,915	12,022	16,909	10,380	11,396
China	85,376	74,655	104,951	121,059	128,324	135,406	170,285	159,651	179,554	204,789
India	76	2,175	3,904	3,469	3,384	6,182	8,304	9,709	14,429	9,462
Other	11,969	64,480	105,371	126,624	98,725	130,941	177,130	169,450	148,009	118,703

Figure 4 – IMPORT AND EXPORT IN KOSOVO BY COUNTRY (value in %)



3.2 Passenger demand for traffic and transport services

3.2.1 Passenger needs for traffic – accurate statistics for schools and students

Passenger needs may be classified as follows:

- The daily traffic in short distances, round trip to work, school, sports, etc. In this case we will mention two factors, namely the school-age youth and students and the number of health employees and patients.
- The number of students who have studied at the University of Pristina in the academic year 2013/2014 was 57,750. The number of students in other public universities of Kosovo was 29,071 and 36,709 in private higher education institutions. There are no data on the number of students studying in private universities, but it is known that they have a large number of students.
- Students in the capital come from across Kosovo, they live in Prishtina, but in general, they go home on weekends. We have no data on region/municipality they come.
- Kosovo has 119 high schools with 83,743 pupils and 5358 teachers. The number of pupils attending private high schools is 2476. All these categories travel to and from educational institutions using different transport means.

Apart from other faculties, the Faculty of Medicine is also located in Prishtina. This faculty is closely linked with the University Clinical Centre, which at the same time is the largest hospital in the country. This centre has 2,991 medical employees and technicians and 1,914 beds. In 2014, in this Centre are hospitalized 81,486 patients.

In Hospitals in other cities in Kosovo are employed 3,172 medical employees and technicians. They have 2,015 beds. In 2014, 93,599 patients have been treated.

The employees of health institutions also need public transport.

- Traffic in medium distance inside Kosovo, for administrative, business, health, cashing, social, sport matters, mainly sub-urban traffic.
- International travel to/from Macedonia, Bulgaria, Albania and Greece, and to/from Serbia, Montenegro and Western Europe for business, family matters, social visits, cashing and other tourism purposes.

Traffic in suburban routes is related to demography, urbanization, development of services and increase of living standards.

Traffic in international routes is related to further integration of Kosovo with European countries and beyond, and to increase the living standards. Especially the route with Serbia and Albania will be very important in the future.

3.2.2 Existing services of passenger transport

Passenger transport services are mainly performed by cars and buses. The air transport is mostly used in long distances, overseas.

Collection and processing of data for the road transport for 2011, in addition of creating the database, has enabled the preparation of maps for roads, which have the greatest density of traffic by cars and buses. Figure 8 and 9 shows the daily traffic of private cars and buses.

Passenger transport services by railway constitute only a small part of the market, with 339,000 passengers in 2014:

3.2.3 Passenger transport industry

The number of vehicles in Kosovo in 2014, according to the Ministry of Internal Affairs, was 288,828, of which:

- 82% passenger vehicles,
- 1% buses,
- 2% motorcycles, and
- 14% trucks.

Motor and non-motor vehicles registered by year

Type / Year	2011	2012	2013	2014
Cars	170.321	176.398	222.537	236.145
Transport vehicle 3.5 and above 3.5t	10.877	11.547	15.352	15.769
Transport vehicle, below 3.5t	17.901	18.225	24.659	26.949
Van	2.698	2.520	3.225	3.161
Bus	1.117	1.298	1.570	1.697
Motorcycle	546	809	1.488	1.540
Tractor	39	137	776	1.036
Trailer below 3.5t	101	117	217	250
Trailer 3.5 and above 3.5t	1.766	1.800	2.283	2.281
Total	205.366	212.851	272.107	288.828

² Source: Ministry of Internal Affairs

In Kosovo, there are about 250 registered companies for the transportation of passengers by buses, which use 22 main stations and several other local stations on the road.

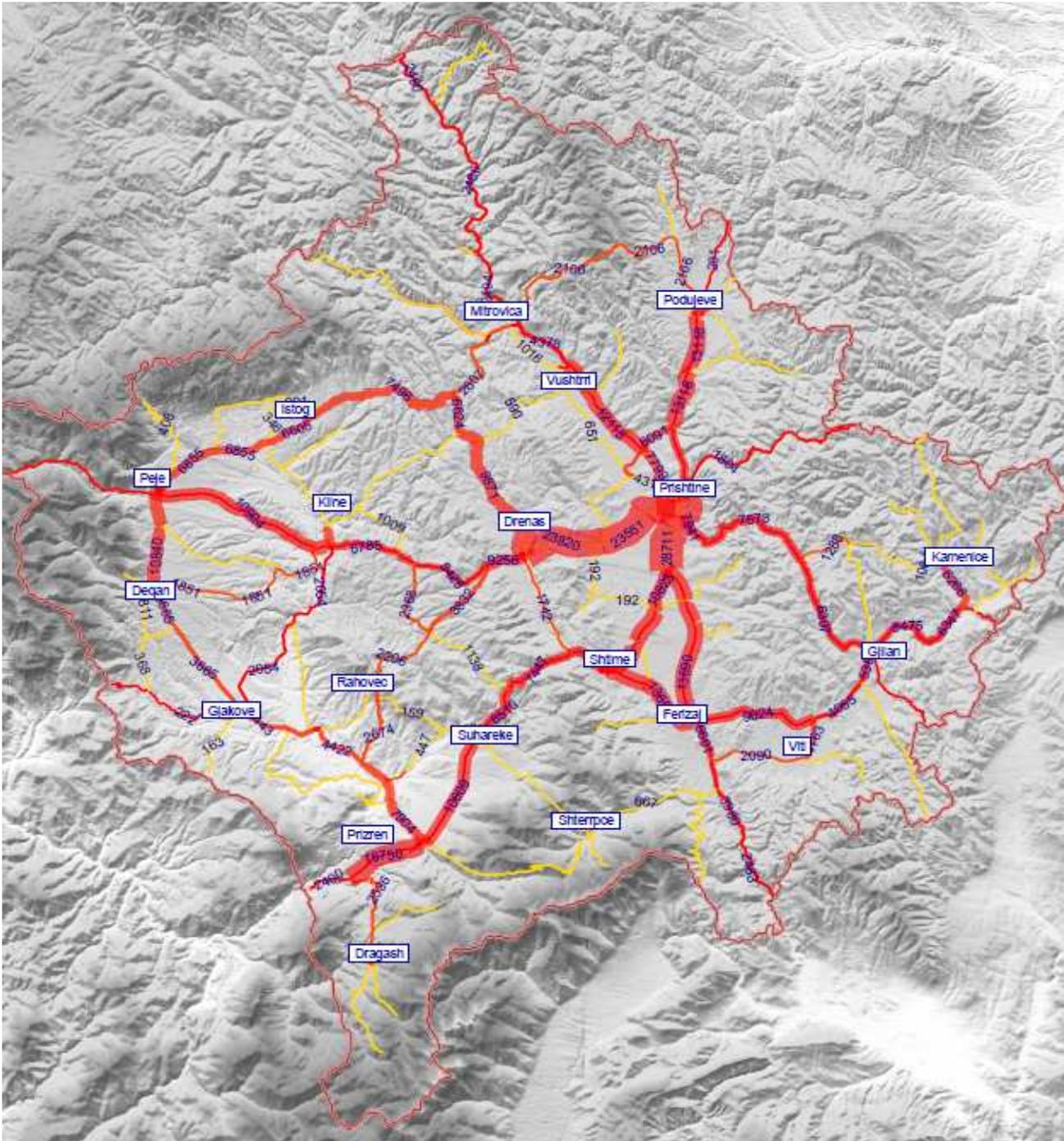
TRAINKOS is the only operator in Kosovo that provides railway transport of passengers.

Air transport services are provided by many foreign operators, which transport passengers in airlines Pristina-Munich, Vienna, Zurich, Ljubljana and Istanbul. Some of these lines have direct connection to European capital cities, such as London, Paris, Frankfurt, Berlin, Brussels, Amsterdam, Rome and Athens.

Airlines during the summer to/from Great Britain, Switzerland, the Scandinavian countries, enable our citizens from Diaspora to come for vacation in Kosovo.

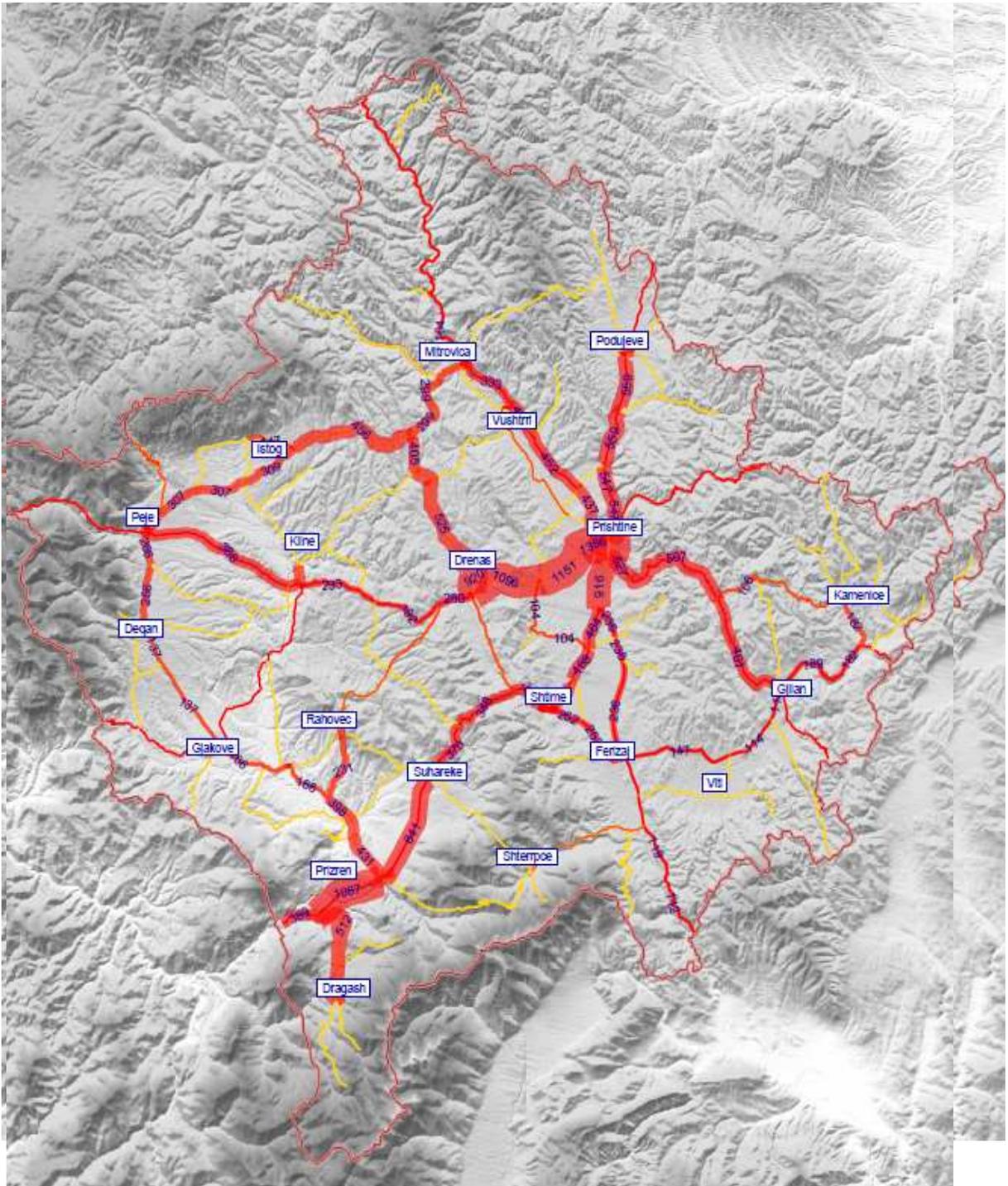
We note that during the recent years, the number of airlines has not increased.

Figure 8 - 2011 Daily traffic of private cars and of vehicles



Source : MI

Figure 9 - 2011 Daily traffic of buses



Source: MI

3.3 Services for transport of goods

3.3.1 Requirements for goods transport

According to the destination, we have internal and foreign transport of goods.

- Internal transport of goods is carried out in short distances. Depending on the needs, regular and extraordinary transport of goods is provided. According to the amount of transported goods, there are large and small transports.
 - Large transports, whether regular or not, mainly include the transportation of mineral products, stones and lignite. In addition to the negative impact on the environment, transport of large lorry cargos also causes damage to the existing road infrastructure.
 - Non-massive transports are normal transport of goods. If regular and frequent, the road transport of goods affects the environment.
 - The road transport of goods is very important for Kosovo.
 - For the export of goods in large quantities, especially for the export of minerals and for the export of agricultural products, there are good connections with the ports of Albania, Athens and Bar. With the construction of the highway Prishtina - Tirana, these services are increased and are cheaper now.
 - The import of goods in large quantities, such as import of petroleum products, LPG, coal, etc., is mainly done through sea ports, through the port of Thessaloniki and Durres. After construction of the highway Prishtina - Tirana, large amount of goods are imported through the port of Durres. As announced, Albania will build a special port for fuel products. Other products are mainly imported from the Balkan region and EU countries, which are directly transported from the exporting countries, or through distribution companies located in other Balkan countries, mainly from Macedonia and Serbia.
- To evaluate the trends of future requirements for the traffic of goods in Kosovo, the issue of Kosovo's economic development in the future should be analyzed by considering the following factors:
 - How much will the mining sector be reactivated and developed? Depending on the forecasts for the development of this sector, the increase of service rate for the export of raw material and semi-processed products should be also foreseen.
 - At what level will Kosovo utilize the energy resources? Will it more use the ports of Albania, or the port of Bar? Will there be a need for new transport services?
 - Will the level of import increase? What kind of measures should be taken so Kosovo is not obliged to import goods through Macedonia or Serbia?
 - What kind of new transport services should be developed?
 - Will the Kosovo industry be re-developed in order to produce more for export? Which products will be exported? In which countries? What transportation services will be provided to transport companies? What kind of role will have the transit transport through Serbia for Kosovo?

3.3.2 Existing services of goods transport

Currently, the road transport is the main way of transportation of goods in Kosovo, whether of local goods, or imported goods.

Analyses made by the end of 2011, regarding the origin of goods (OG) and the transport mode, in addition to information required for road transport of goods, have also enabled the creation of the data bases. Figure 8 shows the main roads of Kosovo through which the largest quantity of goods is transported. These analyses also include the transit transport of goods by trucks through Kosovo, particularly transit transport to and from Albania and Macedonia.

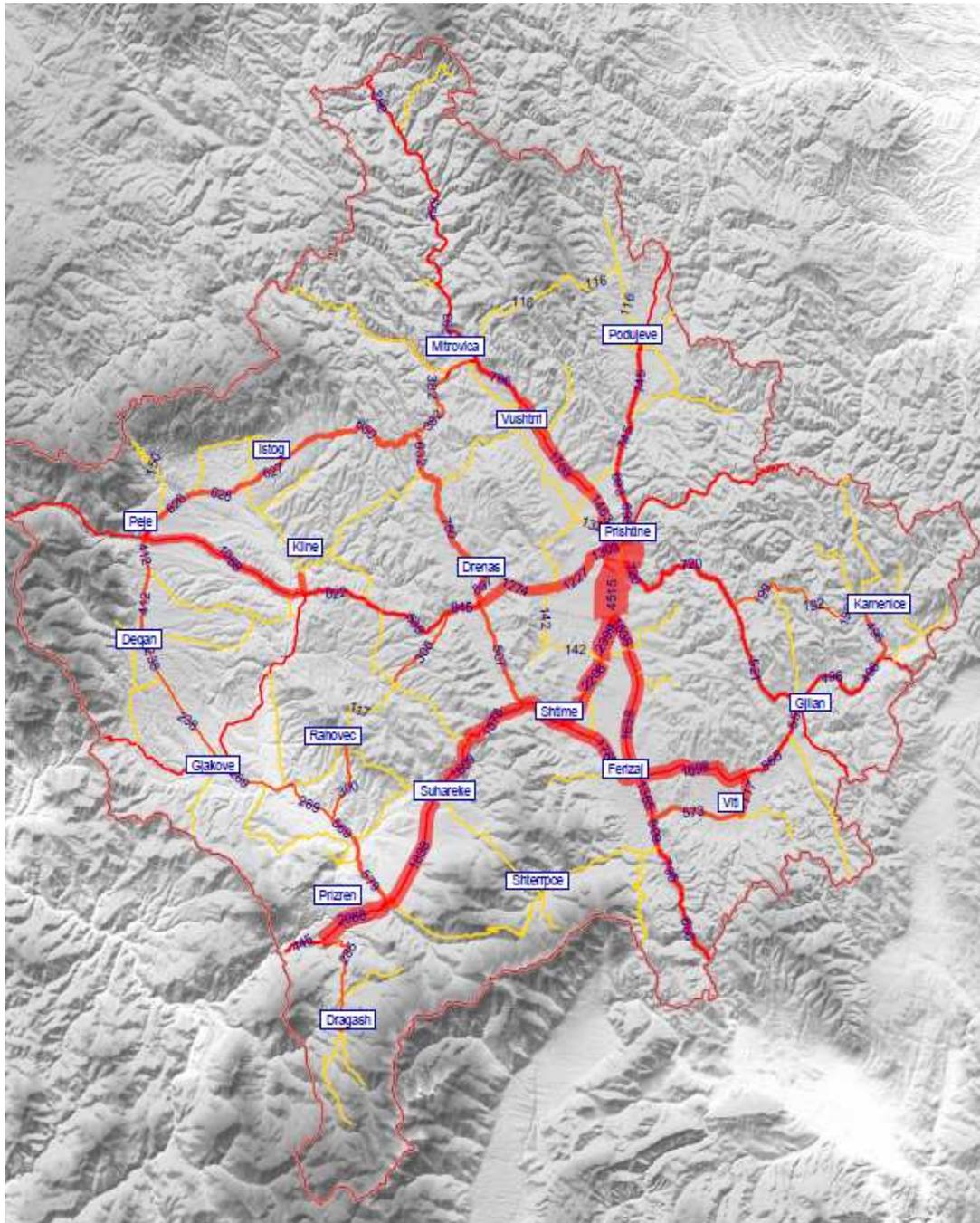
Railway transport covers a limited part of the market needs, although the tonnage is more than doubled from 2005 until 2014. In 2014, the amount of goods transported by railway reached 848,000 tons, while the sum of funds was EUR 710,000 (January-September 2014).

Railway capacity, from 2005 to Q-1 2015

Year	Number of passengers in thousand	Quantity of transported goods, in thousand tons	Quantity of transported goods, in million tons-km
2005	317	298	20
2006	401	357	24
2007	417	592	31
2008	339	823	49
2009	375	914	46
2010	377	1.129	67
2011	358	1.001	56
2012	367	826	49
2013	369	904	43
Q 1-2014	91	158	7
Q 2-2014	91	227	8
Q 3-2014	75	318	15
Q 4-2014	82	145	9
Q 1-2015	67	201	3

Source: Kosovo Railways.

Figure 6 – 2011 Daily traffic of trucks



3.3.3 Transport by trucks

In Kosovo are registered 110 transport enterprises of trucks operating primarily within the territory of Kosovo.

Trucks registered in Kosovo can travel abroad only in countries with which Kosovo has bilateral agreements, but transport can also be carried out in some countries with which there are no agreements.

Foreign transporters of goods (Freight forwarders) operating in Kosovo, conduct their transport services through their offices or branches. Such as:

- INTEREUROPE, branch of INTEREUROPE from Slovenia, present in Macedonia, mainly deals with transport to/from the Balkan area.
- SHEGAPRO, located in Albania, mainly deals with the transport of goods to/from Albania.



The terminal is a typical station of shunters for conventional railway wagons, which can also operate with containers.

There is no gantry crane (mounted on the railway, or even with wheels), for direct transport to the road-railway.

Terminal area is 5,250 m², with possibility of extension up to 9,000 m². Operational terrain length is 200 m.

The terminal has around 250 areas for container handling (with driving Tucker with hauling capacity of 40 tonnes).

The space can be expanded to a road-railway structure for transfer shipment. With warehouses and customs can also provide additional services such as storage containers, conventional processing CARGO, etc.).

The terminal links **13 railway lines**, shunter station (900 m long and 30 m wide), of which 7 are occupied by wagons for scrap. This terminal has good connections with highway and railways.

Chapter 4: SWOT analysis of transport system

4.1. SWOT analysis of multimodal/intermodal transport

Priorities	Deficiencies
<ul style="list-style-type: none">• Commercial prices and time objectives in the near future are not unreachable (realization of road and railway services at a cost of 800 Euros / TEU for three days to / from Thessaloniki).• Building new terminals does not require huge investments. Some investments should be made only to improve the condition of some terminals, especially in Miradi, and for providing the manoeuvring equipment.• Existing railway infrastructure with two main lines North-South and East-West• Existing locations of railway stations in major cities, not far from bus stops.	<ul style="list-style-type: none">• Due to deficiencies in the supplying system (existing infrastructure and technical means), there are delays in providing multimodal transportation services and its development.• Lack of human resources specialized in transport and logistics, capable to identify and exploit existing opportunities for an efficient and competitive development of multimodal /intermodal transportation.• Poor ability of suppliers, particularly of railway operators, to be properly organized.• Lack of appropriate strategies for marketing, respectively advertising of product / market, and the provision of combined services.• Existing railway services in Kosovo are very limited, and not in favour of promoting bus -railway inter-modality.

Opportunities	Risks
<ul style="list-style-type: none"> •The Kosovo's trade abroad is more than 393.000 tones (2014, source: Kosovo Customs, around 12.000 TEU). These values are above the minimum threshold of 100,000 tons per year. •EU policy based on multimodal transport development. •Interchange bus-railway is likely to be more relevant in Pristina, Peja and Prizren, where a higher percentage of long distance trips can be expected (from Prishtina-Prizren-Peja. The combined bus-railway transport can be conducted in the route Prishtina-Ferizaj, Pristina-Mitrovica. •First steps towards political agreements in order to enable Kosovo's participation in international agreements for road and railway transport. 	<ul style="list-style-type: none"> •The administrative problems, the high cost and mistrust on electricity and water supply •The potential for intermodal trips limited by the relatively short length of interurban trips in Kosovo and planned frequency of railway services compared with the frequencies of intercity bus services.

4.2. SWOT analysis of road infrastructure and transport services

Priorities	Deficiencies
<ul style="list-style-type: none"> •Flexibility and reliability in road transport services of goods, according to door to door system •Abundant offers for road transport services of passengers: buses operate and provide eligible frequent services in main corridors. •Offers for transport services by truck are at a proper level. •In addition to increase of revenues, the number of privately owned vehicles is significantly increased. •The construction of the highway Kosovo-Albania has rapidly increased the level of transport 	<ul style="list-style-type: none"> •The lack of capital for construction of roads and of the planning of program for maintenance of works, •Deficiencies in improving engineering practices and supervision of works •Insufficient level of road safety •Deficiencies in improving road signalling, including the signalling on existing roads, •Deficiencies in improving the information system in the area of road transport of goods, •Prohibition of traffic of trucks/buses registered in Kosovo in countries with

Priorities	Deficiencies
<p>services.</p>	<p>which Kosovo has no bilateral agreement,</p> <ul style="list-style-type: none"> •Non-recognition of insurance policies (green card) issued in Kosovo by other countries. •The unsatisfactory level of the organization and operation of associations of transport operators with trucks / buses to represent the interests of industry of these transport categories. •Poor condition of bus terminals •Lack of public transport services to Prishtina International Airport.

Opportunities	Deficiencies
<ul style="list-style-type: none"> •The population is young and mobile •High density of population (e.g. about 10 towns, except Prishtina, have more than 40 000 inhabitants) •The possibility of developing infrastructure through concession and private capital participation 	<ul style="list-style-type: none"> •Very strong competition between truck/bus operators, which, due to the low profit, provides poor quality. •Failure to respect the traffic rules (lack of appropriate control of the weight of trucks, taking passengers from local stations with suburban buses, •Trends for increasing fuel prices for vehicles and trucks, and possible payment systems in the future for highways and main roads driven by EU policies •Time spent at border crossings •Deficiencies in local transport planning (municipal) •Problems of traffic jams in in Pristina •Lack of public money to develop new infrastructure and to maintain and modernize the existing one

4.3. SWOT analysis of railway infrastructure and transport services

Strengths	Weaknesses
<ul style="list-style-type: none"> • Railway infrastructure with two main lines North-South and East-West, serving the major cities of the country, except the cities of Gjakova and Gjilan, • The opportunity of big cities for implementation of projects in order to integrate the existing railway and bus stations, • Existing intermodal terminal near the Prishtina airport in Miradi • Existing railway infrastructure in the area of Prishtina, which could be used to improve passenger transport services in vicinity, including Podujevo and airport, taking into account the sustainable development of transport system, • Planning for opening a railway market in neighbouring countries. 	<ul style="list-style-type: none"> • Two medium size cities (i.e. Gjakova and Gjilan) are not directly linked with the railway infrastructure. Prizren has railway lines, but no services, same as the area of Podujevo. • Two neighbouring countries (e.g. Albania and Montenegro, respectively the port of Durrës and Bar) are not directly linked with railway with Kosovo, • Railway infrastructure is old and needs to be modernized in order to provide safe and fast services for the transport of passengers and goods, • Railway station and bus terminal in Prishtina are not integrated and interconnected, • There is no intermediate railway station for services in the new trade area between Prishtina and Fushë- Kosova • There is no railway link with the airport • There are no sufficient handling means to ensure frequent and reliable railway services for passengers • Kosovo is not recognized by international railway organizations, this prevents Kosovo in international delivery of services and makes difficult to reach international agreements, • There is not much progress in achieving multilateral agreements with neighbouring railway organizations, which prevents the provision of better services, • There is no access to international markets through the infrastructure of Serbia

Opportunities	Deficiencies
<ul style="list-style-type: none"> •The population is young and mobile •High density of population •Medium-sized cities, respectively with high density of population along the North- South and East – West corridor •Cultural and economic adjacency with Albania and Macedonia •EU policy is based on the development of multimodal transport, utilizing the best of every mode of transportation in an integrated approach, to achieve the objectives of lesser consumption of renewable energy, with less greenhouse gas emissions, less noise and road accidents. •Trends for increasing general prices of fuel for vehicles and trucks, and possible payment systems in the future for highways and main roads driven by EU policies •Perspectives for trade and industry development in Kosovo •Support from large transport users to keep alive railway services as an alternative of the road transport. 	<ul style="list-style-type: none"> •Country with closed geographic configuration, surrounded by high mountains •Rapid inauguration of motorway/road services linking Kosovo and Albania, which can be used for transit transport with trucks, as a branch of Corridor VII and X. •Strong competition from buses that circulate in the same destinations as trains, •Very rigid competition of transport by trucks, •Administrative problems, high cost and mistrust in electricity and water supply

Chapter 5 – Multimodal transport strategy

5.1. Additions and coordination of modalities

The Ministry of Infrastructure's main activity is related to transport, whereby the same explores possibilities provided by multimodal transport system of passengers and goods as well as the possibility for a sustainable solution in the field of transportation in general.

In the following chapter is given a description of the resources needed for infrastructure and transport system in Kosovo and for implementation of appropriate and efficient solutions in multimodal transport.

Road and railway transport, in short term and mid-term period, will play a key role in the transport system in Kosovo. This means that resources for the development of future multimodal system of road and railway transport shall be coordinated with current multimodal resources.

5.1.1 Multimodal/intermodal transport of goods

5.1.1.1 National multimodal/intermodal transport of goods

National transport of goods is short distance transport. This transport can be massive, regular or irregular.

For the transport of large quantities of goods, whether regular or irregular transport, the railway is the most efficient transport. In short routes, to the train station, the goods can be collected by trucks. This is the most convenient and affordable transportation. Minerals, rocks or wood products are transported by ordinary wagons. This transport mode causes less vexation for the residents of the area, does not damage the roads and does not pollute the environment.

If not massive, transport is usually carried out by trucks.

5.1.1.2 International multimodal/intermodal transport of goods

Main points below summarize the proposed multimodal/intermodal strategy

- Multimodal transport services shall not be considered as a summary consisting of a number of separate services, which are combined, but as a single product. This is a very efficient way of transport, provided that the following four conditions are met:
 - Economic/financial constraints: the concentration of a minimum volume of traffic in a reduced number of terminals, at least 100,000 tons / year of uniform wagons. These conditions can be met. Kosovo's external trade is more than 393.062.tons (about 12.000 TEU). Mainland trade is 3.5 million tons. Geographic limits: TMM services must be economically viable, "doors" of origin and destination shall be far, at least in the distance of 350 km. For shorter distances, operating costs appear to be higher than with a single type of transport. Due to the geographic size, international transport presents a relevant market.
 - Consumer's expectations: shall be in line with market prices and the time of the transport. The recommendation given in Chapter 3 shows that commercial targets in the near future are not unreachable (road and railway services in amount of 800 Euro/TEU for three days from / to Thessaloniki can be achieved).
 - Other trade/logistics restrictions: according to the definition, only boxes (containers, standard containers, semi-trailer) were treated from the "door" of the buyer to the "door" of the seller. Costs and risks are transferred from the buyer to the seller in one of two doors. Terms of sale must be respected, such as "free delivery" or "X - works" (Incoterms), which means contracts for the international transport containing the terms and conditions of delivery and payment.
- There is a lack of conditions for development of TMM services, due to shortages in the supply system (existing infrastructure and technical facilities) and, above all, insufficient understanding and little knowledge of the market potential for this kind of transport. Operator's lack of ability for self-organization and lack of adequate marketing strategies for each of the combinations products/market is also a reason of poor development of TMM services.
- If investments are required for upgrading the terminal, supplying with handling equipment of a small number of terminals, especially in Miradi, huge investments in building new terminals shall be avoided, since they are not urgently required and will only add cost to the processing of TEU. In a short period, without providing optimal conditions of use and their successful development, investments of large amounts in various terminals would be a mistake.
- Important in the short period is to improve the organizational structure, the knowledge of this business (operational procedures, procedures and markets) supported by the legal framework and regulations revised and harmonized with the EU ones.

Strategic objectives are the following:

- For a short-term period:
 - Creation of the TMM organizational framework (multimodal transport) by creating developing and mitigating policies to promote the establishment of intermodal transport companies and related organization.
 - Connection of the new TMM system with relevant EU TMM networks, through cooperation with local/regional/international entities and cooperation with sister companies. Route 10 and road 7 in the future can be alternative roads for Corridor X and Corridor VIII. The development of these two corridors enjoys the support of the EU.
 - Improvement of existing terminal in Miradi with an area of 9000 m², (feasibility study) to accept the loaded trains to reliably and quickly deal with intermodal units.

- Mid – term period:
 - Construction of terminal for goods in Miradi.

Consider the possibilities for expansion/development of additional terminals, especially in north, for further and short link with the EU networks (Corridor X) through Belgrade (Serbia).

5.1.2 Multimodal transport of passengers

5.1.2.1 Orientations towards multimodal solutions for transport of passengers

i) Road/railway transport services of passengers in the country

Railway infrastructure exists in two main routes: north-south and east-west, but does not link all major cities and neighbouring countries.

Existing railway infrastructure has been constructed in the late nineteenth century and is not in good condition. However, it has a solid foundation for its modernization, and thus for providing quality services for the transport of passengers, in combination with bus lines, which will connect the most distant areas with the main train stations. For this purpose, the following issues should be addressed:

- The possibility for the construction of the railway network to Gjakova shall be reviewed as well as the possibility of reopening the current line in Prizren and the line to Podujevo and border with Serbia.
- Railway services shall continue in the northern part of Route 10.
- Railway services shall be modernized in order to provide safe and fast services (at least 120km/h) for passengers.
- A study shall be dedicated to the development of integrated multi-modal public transport for passengers traveling in Gjilan-Prishtina route.

ii) Road/railway services in the area of Prishtina

The railway network between Prishtina and Fushë – Kosova is functioning. This railway infrastructure shall be used to provide better transport services inside Prishtina combined with urban bus services, which connect all existing stations in this area and stations that should be built in order to meet specific needs. This can be done by meeting the following conditions:

- Connecting local railway stations of Prishtina (through an underpass or overpass) with the central bus station in Prishtina, in order to provide multi-modal combined services in the area of Prishtina.
- Reopening of the line and related services between Prishtina and Podujevo.
- Provision of urban bus services to the suburb areas along this line, which shall be frequent, reliable and well-coordinated.
- Studying the possibility of creating new stations and stops in this line in order to serve commercial centres, school buildings, hospitals, etc.
- Study the possibility of creating an integrated ticket sales system for the entire area.

iii) Needs for air/railway/road transport of passengers in the area of Prishtina and beyond

Near the airport, the railway infrastructure exists. Railway infrastructure should be reconstructed in the line Podujevo - Prishtina - Peja – Fushë Kosovo.

This reconstruction should be used as an opportunity to create a line/branch, which serves the airport, and good connections must be organized through which sustainable services are delivered to the population living near the line between Fushë-Kosovo and Peja or Fushë Kosovo and Podujevo and the population living near the lines Ferizaj, Kaçanik and Mitrovica. This short spur line could operate by applying the shuttle train concept for short distances between airport, Fushë - Kosovo and Pristina.

Feasibility study for the regulation of the railway line East-West. Surveys can be conducted for evaluation of the possibility for solution Tram-train.

iv) Road and railway transport services for travelling to/from neighbouring countries

- Currently, there is a railway line with Skopje, in which two types of services (goods and passengers) are provided per day.

There are also the lines with Belgrade, Kralevo, and Nish, but currently they do not operate. There is no railway infrastructure with Albania and Montenegro.

It could be foreseen:

- The reopening of railway services in existing lines.
- Exploring possibilities to create new railway infrastructure to directly connect Kosovo with Albania.

For the following reasons:

- The need to link with neighbouring countries is of mutual interest, especially for trade, culture and tourism interchange, etc.
- The distance with these countries is too short to use air transport.
- The bus services in international lines are possible, but railway services offer more sustainable, more reliable and more efficient services. They shall connect all capitals, which would provide ancillary services by bus.

5.1.2.2 Multimodal transport of passengers and the bus-train intermodality

As discussed under Section 3.3, given the very limited existing services in Kosovo railway, the promotion of bus - railway inter-modality for passenger transport should be a medium/long term objective, which will be financed by intended funds for improvement of railway network and improvement of the level of passenger services. For a short-term period, only very low cost measures for solving specific problems related to access to the main stations can be justified.

Even with planned improvements to railway services, the potential for intermodal trips will be limited by the relatively short length of trips in interurban lines in Kosovo and the planned frequency of railway services, compared to the one of suburban bus services.

The most important bus - railway interchange point is likely to be in Prishtina, Peja and Prizren, where long distance travels (between Prishtina and Peja/Prizren) are expected to operate. The creation of a bus - railway connections is proposed to take place in Prishtina, through a new railway station included in the SMMT 2009 in Peja, through the displacement of bus station in a location near the railway station (as proposed by the Municipality of Peja) and in Prizren, by placing the railway station near the bus station.

These proposals will depend on the overall feasibility studies, which will be carried out to identify their impact on transport and land use, assess and evaluate the "value for money". These studies should consider accurate transport data in existing suburban lines and forecasts on the number of future users.

Lines Fushë Kosovo – Ferizaj - Mitrovica - Podujevo will deliver services to the population of the urban/suburban areas. In these centres, the potential for interconnection bus/railway is expected to be lower, since the length of interurban lines is shorter. It is recommended to develop 'mini interconnections' at the railway stations of these centres.

Planning and modelling of intermodal transport should be an integral part of planning and modernization of the railway network and services. It is recommended to draft an inter-modality plan for each railway corridor. Since the provision of good connections of transport modes can affect the station locations and designs, the detailed plan should be developed in advance.

While the focus here was on the bus – railway inter-modality, inter-modality corridor strategy must also consider the inter-modality between vehicles and railway (park and travel), taxi and railway and of course, between walking and railway.

Priority should be given to the development of a resource - based computer system for public transport information. In a short-term period, 'static' information on the shuttle schedule would be given. In the medium term, it should facilitate multimodal transport planning FISH BONE (model which supplies the traffic lines) and, in the long term, it can provide information about services in general in real time.

Intermodal transport plan shall foresee the sale of tickets according to the concept of "Fish Bone." Requirements for these services can be incorporated in specifications for concessions of bus lines and facilities for railway services. Public transport services (DSP) can be partially subsidized.

It is essential, for the development of intermodality, to cooperate with municipal authorities. Intermodal transport planning requires integration of intercity transport planning, which is the responsibility of the Ministry of Infrastructure, urban and urban-suburban transport planning,

which is the responsibility of municipalities, as well as urban land use planning, which is also a responsibility of the municipalities.

Intermodal transport plan shall be developed by the MI and municipalities. This plan shall include a feasibility study for major schemes of intermodal transport and connection with railway corridors. Proposals for the establishment of service facilities for intermodal transport and changes dealing with bus transport may be included in local transport plans and plans for the development of urban transport.

In a short-term period, actions are suggested to be taken in the following areas:

- Forecast of the number of future users of railway and intermodal bus – railway transport, based on the VISUM transport model for Kosovo, which is currently under development.
- Analysis of the need for capital investment in intermodal transport lines Prishtina, Peja and Prizren.
- Preparation of the plan of the corridor for railway intermodal transport for passengers in line 10. The feasibility study for railway is already completed and the corridor Prishtina - Peja is included in the study for the rehabilitation of the east -west railway line.

5.2. Strategy according to the transport type

5.2.1. Development and maintenance of road infrastructure

5.2.1.1. Organizational and institutional aspects

The recent reorganization of the Ministry of Infrastructure has not changed the scope of the Department of Road Infrastructure (DRI) or the Department of Roads (DoR) which is changed into the Department of Road Management (DRM). In accordance with the Administrative Instruction no. 2003/4 for the Department of Roads (amended by the Administrative Instruction no. 2007/1), the Department of Road Management is 'responsible for the supervision of work as foreseen in the contract for construction, reconstruction, winter and summer maintenance of national and regional roads'.

5.2.1.1. Development of the road infrastructure

The proposed strategy covers:

- Improvement of planning and programming of capital works.
- Improvement of engineering practices in the construction of highways and supervision of construction.
- Improvement of planning and programming of capital works by:
 - Creating/improving the procedures and providing funds for the preparation of the investment plan and their execution,
 - Using HDM - 4 for economic assessment and prioritization of capital works projects.
 - Developing skills in the preparation of feasibility studies,
 - developing skills in applying of multiple criteria analysis,
 - developing skills in collecting and processing of data on road traffic,
 - developing and improving national transport model in order to advance the development of traffic and plan future capital works,
 - Implementation of capital works program according to actual costs.

- Improvement of highway engineering practices and supervision of construction by:
 - creating/improving proper design standards in accordance with EU standards.
 - improving design standards and construction practices in accordance with the requirements of environmental protection,
 - improving the capacity on supervising the implementation of contracts for the performance of capital works.

5.2.1.2. Maintenance of roads

The proposed strategy covers:

- Improvement of planning and programming of maintenance works.
- Improvement of procedures for entering into maintenance contracts.
- Improvement of the database for road network.
- Improvement of planning and programming of maintenance works by:
 - Creating/improving the procedures and means for the preparation of the strategy and maintenance programs.
 - Using of HDM - 4 for economic assessment and prioritization of maintenance work.
 - Developing technical abilities for managing and supervising the work of periodic maintenance and rehabilitation.
 - Researching ways to improve the flow of budget for maintenance work (such as the use of special funds).
- Improvement of procedures for entering into maintenance contracts through implementation of procedures and practices for multi-year contracts based on the results.
- Improvement of the database for road networks and their measurements by:
 - Improving the annual data system of network development and data of road network measurements.
 - Developing the ability to use the road measurement equipment mainly meters of road holes and road damages.
 - Using of regular measurement of the sidewalk solidity and condition.
 - Centralizing the responsibility for visual measurements with additional equipment for measurement.
 - Improving the access of database users to the road networks.

5.2.2 Road transport

5.2.2.1 Transport of goods.

The proposed strategy covers:

- Related to the drivers of commercial vehicles:
 - Issuance of Certificate of Professional Competence (CPC) for professional drivers and mandatory testing for CPC, in accordance with the relevant provisions.
 - Organizing mandatory trainings for transporting dangerous goods.
 - Draft/Application of the driver's registry system (database) for all commercial vehicles over 3.5 gross tones and more than 8 + 1 seat.
- Application of EU standards for testing commercial vehicles over 3.5 gross tones and more than 8 +1 seats:
- Related to the road transport of goods:

- Improving the road transport information system through the involvement of the European Regulation (EC) no. 1172/98 for the collection of statistical data on road transport of goods and determining the obligation for road transport operators of goods to provide information on vehicles, trips and transported goods.
- Reaching of bilateral agreements on allowing the movement of the trucks registered in Kosovo abroad.

5.2.2.2. Transport of passengers

The proposed strategy addresses the issues identified with special importance, as follows:

- Restructuring of companies operating interurban buses and merging them into larger entities. Proposed measures aim to:
 - Encourage the companies to group, in order to be competitive in the domestic and external market,
- Issuing instructions for municipalities on the development of their plans for local transport.
- Provision of public transport services to the International Airport "Adem Jashari".

i) Restructuring of companies that operate by suburban buses

The proposed strategy:

Reviewing and improving the law enforcement practices in order to ensure that the legal provisions in force are being respected.

- Initiating the development of a plan for engaging the operators in public discussions for the future vision and strategy for the transport sector of suburban buses.
- Further development of the plan and program for concessions.
- In cooperation with operators, identify the training and support needs and give proposals for meeting those needs. In this discussion shall be involved other stakeholders as well.

ii) Issuance of instructions for municipalities on the development of their plans for local transport

Although the responsibility for developing and implementing strategies and plans for urban transport rightly belongs to municipalities, the Ministry of Infrastructure has an important role in promoting urban public transport as part of integrated plans for multimodal transport.

In order to accomplish this role, it must:

- Provide advisory services to municipalities concerning the scope, format, preparation and monitoring of local transport plans, including the implementation of cooperation in accordance with national transport objectives and obligation of municipalities to draft these plans in accordance with the national transport plan. This shall be done in consultation with the Association of Municipalities and the Ministry of Local Government.
- Establish formal liaison with municipalities in order to support them in developing urban transport plans.
- Develop and promote more detailed instructions regarding key aspects of the development of sustainable systems of urban transport, such as the construction of roads and pedestrian paths, including the obligation to provide public transport services (PSO), the integrated system tickets, etc.

iii) Establishment of public transport services to/from Prishtina International Airport “Adem Jashari” (PIA)

Initial estimates for the number of potential users, the revenues and operating costs for bus service to PIA, are made based on the results of the survey conducted with passengers. Such estimates for services are also made for all major cities of Kosovo.

Establishing or opening a line between Prishtina and the airport, which would operate 12 hours a day, seems to be the best option which would increase the level of services for passengers.

5.2.3. Infrastructure and railway transport

5.2.3.1. Development of railway infrastructure

Railway infrastructure in Kosovo today is old and unable to fulfil the needs of passengers and transporters of goods. It does not provide adequate links with neighbouring countries and their ports. For this reason there is an urgent need for modernization and development, in order to meet the needs and provide sustainable transport services.

Multimodal strategy for railways foresees the following:

- To gradually implement recommendations issued based on the feasibility study of Line 10 (carried out by the contracted consultancy and supported by EBRD) to have, at least this line in good operational condition. The southern part of line 10 shall be considered as a priority and in the near future the possibilities to put in function the north part of line X shall be considered. Based on the feasibility study for the modernization of the line 10, is mentioned:
- To conduct feasibility studies on the rehabilitation/modernization of the East - West lines, which connect the airport with the branches of the southern part of the line, in order to deliver services to the population of important cities and areas, such as Podujeva, Gjakova and Prizren.
- To conduct feasibility studies for the construction of a railway line linking Kosovo with Albania, with its main centres and ports.
- To conduct market surveys to understand the needs of multi-modal terminals for Kosovo needs and to understand their place in the network of intermodal terminals in the Balkans and their connection with the distribution and logistics centres in the region.

5.2.3.2. Development of railway transport services

Railway transport system is changed ever since the division of Kosovo Railways into two entities. One of them, INFRAKOS, from 1.9.2011, is responsible for the management, maintenance and development of the railway infrastructure. The second entity, TRAINKOS is responsible for the provision of transport services of passengers and goods. TRAINKOS and INFRAKOS are public companies.

The Law on Railways adopted in 2007 foresees the development planning of railway sector in Kosovo and the establishment of the Railway Regulatory Authority. The new Law on Railways, adopted by the Assembly of Kosovo, is based on EU legislation and defines the necessary legal basis for the licensing of new operators in Kosovo, legal basis for safe operation and ensures fair, transparent and non-discriminatory treatment. Railway transport operators, such as TRAINKOS, will pay fees for access and use of railway infrastructure in Kosovo. This will enable the company INFRAKOS to collect revenues for maintenance and operation of the network. Network development, including financial funds, should remain the responsibility of the state.

This restructuring of the railway sector in Kosovo should provide opportunity for new railway operators to provide quality services in the transport of passengers and goods inside and outside the country.

Railway transport services for passengers exist, but the funds gained from these services do not enable proper development of this sector, or the provision of quality services inside or outside the country. There are only four trains in the southern part of Line 10 from Fushë Kosova (not Prishtina) to Han i Elezit, on the border with Macedonia, with only one daily direct service to Skopje. In Peja line operate only two trains per day.

The train mainly transports raw materials in short lines inside the country, and partly the imported oil and gas. Railway transport of containers is not profitable, because there is only one connection to Thessaloniki and Skopje; in addition, there are many problems with the port of Thessaloniki, with the Greek Railway Company and the entities that are within the OSE.

For the development of international railway transport, the railway operator must be able to provide quality services inside and outside the country. TRAINKOS cannot operate with freight wagons and passenger wagons, because Kosovo is not registered as a state in international railway organizations and, consequently, cannot list its railway inventory in accordance with international rules. For services abroad, TRAINKOS must rent or lend the railway inventory registered in other states and authorized in Kosovo, which increases costs and risks.

TRAINKOS in the future should undertake measures for access to markets for designing, manufacturing and commercialization of new transport services, for both passengers and goods, and this:

- For passengers - new services, by using modern wagons, which should be prepared and be ready to operate immediately after the renovation of the railway infrastructure; these services should be defined and negotiated with national and local authorities, in order to be provided in accordance with PSO contracts (public service obligations). Subsidies and loans can be utilized for the purchase of wagons, especially if they are purchased from a designated public authority.
- For cargo transport: TRAINKOS or any other operator authorized to operate in Kosovo should create new services on a commercial basis. TRAINKOS should support the development of new distribution companies and logistics, in particular those for goods of broad consumption and household appliances, and support them in proposing efficient and competitive transport services.

Also, for passenger services and goods services, combinations of road and railway transport modes should be designed in order to provide the most possible efficient and attractive services, and also to make the best use of existing resources of both transport modes, in order to increase safety and sustainability.

- For passenger services: local authorities should be aware for the fact that bus services do not systematically compete with the railway services, but present a supplement to railway services for the final parts of the route, by providing coordinated and organized transport lines. Intermodal exchange platforms should be organized in major cities, by providing, for example, commercial integrated services through a unique system of selling tickets.
- For transport services of goods: businesses and business units, intermodal operators, cargo transporters and logistics companies are those who propose appropriate services based on the best combination of transport modes by taking into consideration their economic quality, reliability and efficiency.

However, the main problem lies in the existing situation, namely the lack of railway infrastructure linking Kosovo with neighbouring countries, Albania and Montenegro, but also with Bulgaria and Turkey. This issue is a priority, taking into account new trends in development of goods and passengers transport to and from these countries.

At the moment, the provision of railway services in international lines is provided only from the railway line that connects Kosovo with Skopje. This line operates twice a day. There are also opportunities for railway lines with Belgrade, Kralovo and Nish; however these services are not operating. But, there is no railway line with Albania and Montenegro. For this, the following should be provided: (i) the provision of railway services in existing lines, and (ii) study the possibility of building a railway which directly links Kosovo with Albania and Montenegro, for the following reasons:

- Need for lines with neighbouring countries, especially for trade, cultural, tourism interchanges, etc.
- The distances are too short for air flights.
- The bus services on international lines are possible, but the railway transport services are more efficient solutions, since they are more sustainable and more reliable. Long road and railway lines should connect the capitals, transport companies of which provide efficient services in certain urban destinations.

5.2.4 Civil aviation

5.2.4.1 Infrastructure development issues

Operation and expansion of Prishtina International Airport "Adem Jashari" (PIA) is mandated by the Public-Private Partnership Agreement (PPP), concluded on August 12, 2010, signed, on behalf of the Republic of Kosovo by the Intergovernmental Steering Committee (ISC). Under this Agreement, an independent engineer appointed by both parties, will inspect and monitor the construction works. The role of MI in the concession monitoring is done through participation of MI in PPP-ISC.

Airport facilities of Gjakova, which can be used in case of need, are particularly in poor condition. For this reason, further studies of measures are needed, by including the conditions for access and use of land surface.

5.2.4.2. Civil aviation services

The proposed strategy foresees the following:

- Air Navigation Services
- Increase the quality of delivery of air navigation services
- Ensuring full implementation of all matters governed and defined by the ICAO Annexes and European legislation for civil aviation safety by all entities of civil aviation.
- Low cost flights
Development of favourable environment for operation of Low cost airlines in Kosovo.

5.2.5. Maritime transport and port services statistics

Analysis of foreign trade flows of Kosovo has shown that in 2014, from 4.2 million tons of export/import, only about 300,000 tons were transported by maritime lines. As indicated in Section 2.5, Table 2 (Comparison of characteristics of existing and potential ports for Kosovo) the existing capacity in neighbouring ports of Durres, Thessaloniki and Bar are sufficient to meet the needs of the Kosovo market in the medium term period. In addition, the maximum size of ships in these ports is over 25,000 DWT, while in Shengjin port cannot exceed 13,000 DWT, although it requires an estimated investment of about 109 million Euros.

The proposed strategy foresees the following:

- In the short term and medium term period, to use existing ports of Durres, Bar and Thessaloniki.
- Feasibility studies for the further development and utilization of Shengjin port for a long term period.
- At the same time, drafting a strategy for improving the land access to neighbouring ports.

5.2.5.1. Short-term and medium-term period: utilization of ports of Durrës, Bar and Thessaloniki

In order to use the existing ports, it is required to reach specific agreements on the interest of Kosovo, port authorities of Durres, Thessaloniki and Bar and also on the interest of the countries they belong, Albania, Montenegro and Greece. The preparation of these negotiations requires specific studies including the following issues:

- Identification of the port service charges in order to negotiate possible discount rates, based on long-term contracts for services.
- Drafting bilateral or multilateral draft-agreements, in accordance with international normative acts, which provide numerous facilities of trade interchanges, such as free trade ports, customs facilities, etc.

5.2.5.2. Long-term period: Studies for further development of Shëngjin port

Comprehensive analysis for the development of Shëngjin port and its use by Kosovo are proposed to take place:

- Further studies for maritime export/import transport of Kosovo, to better assess the needs for such services,
- Technical Studies to assess the conditions offered by Shëngjin port, such as measuring the depth of fluvial and sand layer, etc.
- Further analysis of the type of ships that the Adriatic ports use, so that the depth of the port to be suitable for ordinary ships.
- Comparative evaluation of costs for transit transport through the Shëngjin port and competitive ports.
- Technical, economic and financial feasibility studies of the port.
- Institutional matters, including preparation of the bilateral agreement, which defines the status of port facilities used by Kosovo in Albania (e.g. terms of the concession agreement) and customs facilitation agreement.

5.2.5.3. Strategy on improving land access to neighbouring countries

Development strategy on land access to the port provides the improvement of connection with the existing ports.

i) Improvement of situation of land access to existing ports of Durrës and Thessaloniki

Improvement of land access to the ports used by Kosovo requires assessments of the technical and economic feasibility studies of these improvements and reaching of specific bilateral and multilateral agreements for the transport of goods and custom matters with relevant countries, Albania, Montenegro, and Greece.

In particular, the following issues should be addressed:

- Identification of possible measures to improve roads, e.g. harmonization of technical standards and maintenance standards of connecting roads, and financial analysis of required works.
- Coordination of the action plan on the basic railway network with SEETO, including Line 10 from Kosovo to Skopje, Corridor VIII from Skopje to Durres, Corridor X from Skopje to Greek border and to Thessaloniki.

- Another study dedicated to building a direct railway line between Kosovo and Albania and Montenegro, in order to consider the possibility of connecting them with Line 10 and Corridor VIII.
- Drafting bilateral or multilateral draft-agreements, in accordance with relevant international laws that provide transit facilities for road and railway transport, customs facilities, joint border post offices, etc.

ii) Land access to ALBANIA'S PORTS

Road link between Kosovo and Albania is advanced with the completion of the highway with two lanes in both directions, and cross-border facilities.

For the development of access to/with other ports, their connection with the land is of particular importance. For this purpose, technical and economic studies have to be carried out in order to find a sustainable solution.

5.3. Environment strategy related to transport

The following studies are recommended:

5.3.1. Further studies on pollutants and reduction of greenhouse gas emissions

Based on the identified measures, the following is recommended:

- Assessment of the current situation of greenhouse gas emissions in Prishtina and nationally;
 - Assessment of the level of spending fossils fuels by transportation vehicles,
 - Assessment of the level of CO₂ emissions.
 - Comparison of greenhouse gas emissions from other economic sectors.
- Analysis of existing measures to reduce the level of gas emissions in Kosovo and Prishtina:
 - Undertake measures by relevant institutions and the advancement of legal regulations on fuel quality and other incentive measures,
 - Undertake measures for the users of vehicles that emit gases, measures for their awareness, organization of beginners and professional training, etc.
 - Analyze the aspects of fleet management, operation, maintenance, training for drivers, vehicle selection, etc.
 - Analyze the issue of urban transport, traffic management options, modal transfer policy, etc.,
- Feasibility of potential application:
 - Design of a long-term strategy,
 - Technical and financial feasibility study for every access,
 - Action plan, including financial matters.

5.3.2. Further studies on alternative energy and technology

In order to identify the possible use of alternative energy and technology in Kosovo, preliminary studies that address the issues listed below are recommended.

The relevant study should take into account the last draft-decision on the use of bio-fuels in the transport sector which is included in the EU Directive 2003/30/EC on the use of alternative fuels that reduce the level of CO₂ emissions.

- Import or domestic production of biofuels:
 - Technical and Economic Study of imported biofuels.
 - Technical and economic study of biofuels produced in the country:
 - Potential agricultural capacities.
 - Potential division between bio-alcohol, biodiesel and biogas.
 - Existing and/or needed courses in industrial production.
 - The impact on food production.
 - Comparison of spending by solutions.
- Technical and financial abilities of traders to implement the proposed rates.
- Definition of awareness process.

5.4. Funding strategy

Analysis of Government resources dedicated to the transport sector in the period (2015-2017) and foreseen for the medium term, indicate the following:

- Almost all financial means are dedicated to the road infrastructure.
- Major capital expenditures include:
 - Construction of the highway R6, with the cost of 600 Million Euros.
 - Rehabilitation of roads (11 % of funds for the period 2015-2017, an increase compared to the previous periods).
 - Capital budget of the Ministry of Infrastructure for the period (2015-2017) is 515 million Euros, which shows the investments made and planned for the construction of the highway and national, regional roads
 - Regular maintenance of roads is included in the operating budget and reaches the amount of 25.1 million Euros per year (2015-2017)
 - For maintenance of railway infrastructure in 2014, 2.97 million Euros were provided by the railway company INFRAKOS and KCB. Whereas 1,07 million Euros are provided by KCB for expenses and capital investments (source InfracOS Department for Budget and Finance MI).

Analysis has shown that the main problem is the lack of funds for periodic maintenance of roads for which, according to the assessments, are required about 16 million Euros per year, and the lack of funds for investment and maintenance of railway infrastructure.

The strategy for potential funding foresees the following:

- Government resources:
 - Capital Expenditures: - Once the construction of highway is completed, priority should be given to rehabilitation of roads.

- Providing more funding for regular and periodic maintenance of roads, which reaches the total amount of 23 million Euros per year. This requires a study on the possibility for providing a fund for roads.
- External loans (IFN)
 - Identification and presentation of projects (especially railway projects), well reasoned before the IFI and negotiations.
 - Analysis of the situation of public debt and borrowing power.
- Grants
 - Identification and presentation of well-reasoned projects before the relevant institutions, especially the railway projects.
- PPP:
 - Identification of proper projects for various types of PPP.

The financial analysis of the cost of these projects to define their more effective business and financing plans.

5.5 Implementation of the Strategy

The success of this strategy depends on institutional organization, which enables coordination of actions with stakeholders and monitoring the accomplishment of planned obligations. It is very important that the role of the coordination unit be exactly determined and that this unit has the appropriate professional staff. As noted in Chapter 7, Policy Coordination Division (PCD) should play the leading role in this regard. In order to clarify the duties of the PCD, it is recommended to draft an administrative instruction that will define measures on accomplishing strategic tasks and the role of PCD in initiating, coordinating and monitoring the actions planned.

1. IMPLEMENTATION OF THE STRATEGY

1.1 Strategic objective 1

1.1.1 Goals, activities and targets

PURPOSE <i>(Strategic objectives)</i>	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION MANNERS (VM)	RISKS AND ASSUMPTIONS	COST
<p><i>Improvement, development and maintenance of transport infrastructure, integrated in the Pan-European corridors and in accordance with international standards</i></p>	<ol style="list-style-type: none"> 1. 70÷80% of the priority sections of national roads are developed and maintained in accordance with international standards. 2. Segments of routes 6 and 7 developed and connected with Pan-European corridors by the end of 2017. 3. The railway network maintained and rehabilitated, network modernization projects completed by the end of <u>2020</u>. 			

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RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION MANNERS (VM)	RISKS AND ASSUMPTIONS	COST	FINANCING MANNER
RAILWAY TRANSPORT					
1. Modernization of railway line 10 in accordance with international standards.	Sustainable designed speed up to 120 km/h, in the period from 2015-2017 and 2018-2019+		Lack of funds	174.011.000 €	BK+PZH+B
2. Development of feasibility studies for the construction of new railway lines that increase the economic development of Kosovo.	Feasibility studies and implementation plans completed until the period from 2018-2019+	Number of feasibility studies completed	Lack of funds		
3. Development of priority section of the existing network.	Priorities identified under the Strategy and Action Plan for multimodal transport and section developed until the period from 2018-2019+	Identification of priorities and the action plan	Lack of funds		
4. Modernization of goods terminal in Miradi	Feasibility study completed until the period from 2018-2019+ Construction of exchange joints with two “staker” cranes completed until the period 2018-2019+ Gantry and regulation of road with four	Access of trains, 550 m long	Lack of funds	11,000,000 €	BK

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	lanes completed until the period from 2018-2019+				
i. Rehabilitation/operation of the east-west railway line (Podujevo-F.Kosovo-Peja-Prizren)	Rehabilitation completed until the period from 2018 – 2019 and 2019+	Train traffic	Lack of funds	279.000.000€	BK
ii. Construction of the new station in Pristina along with the operation of the railway line in the area of Pristina	Feasibility study completed until the period from 2015 - 2017.		Lack of funds	1,300,000€	BK
iii. Railway line Prizren – border with Albania	Pre-feasibility study completed until the period from 2015 - 2017		Lack of funds	1,450,000€	BK

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AIR TRANSPORT					
1. Renovation of sports airport in Dumosh	Renovation of existing, buildings, adjusting the runway, establishing a pre-prepared hangar, adjusting the fence, etc. In the period from 2018-2019+			2,000,000	BK
MARITIME TRANSPORT					
1. Feasibility study for the use of Shëngjin port from Kosovo, following the signing of an agreement between Kosovo and Albania.	Feasibility study. Completion by the end of 2018.	Reports and recommendations drafted and submitted	Lack of funds	450,000€	BK
ROAD INFRASTRUCTURE					
1. Implementation of the project of road R6.	Priority segments of the road Pristina-Hani i Elezit (road course 6) completed until the period from 2014-2017 / 2018-2019 (years are marked in this way upon the request from Ministry of Finance, based on the MTEF)	Priority sections constructed and ready for use	Lack of financial support	600,000,000	BK

2. Adoption and implementation of high standards of road maintenance.	Contracts reasoned, completed by the end of 2016.	Contract based on results	No contract agreement based on results		
3. Construction and reconstruction of national and regional roads.	Priority segments of national and regional roads completed until the period from 2018-2019+.	Priority sections built and ready for use	Lack of financial support	170,000,000	BK
4. Construction of new border roads that link Kosovo road network with neighbouring countries	New border roads with Montenegro, completed until the period from 2015-2017 and 2018 – 2019+	Priority sections built and ready for use	Lack of coordination with neighbouring countries, property-legal issues and lack of funding	21,000,000	BK
5. Building R7, segment Besi-Serbia border	Segment of road Besi-Serbia border (road course R7), completed until the period from 2015-2017 and 2018-2019+.	Segment built and ready for use	Lack of financial support	170,000,000	BK
6. Construction of the National Road N25.3, segment Sojevë-Gjilan- Dheu i Bardhë	Segment I and II (20 km), year 2019+.	Segments built and ready for use	Lack of financial support	150,000,000	BK
7. Maintenance of highway R7	Highway maintained throughout the year, for the next 3 years (2015-2017)	Highway maintained.	Lack of financial support	16,000,000	BK

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8. Maintenance of national and regional road network.	National and regional road network maintained throughout the year, until the end of 2017.	Road network maintained.	Lack of financial support	52,000,000	BK
TRANSPORT OF PASSENGERS, GOODS AND DANGEROUS GOODS					
1. Modernization of infrastructure of terminals of passengers and goods in accordance with international standards.	Draft and approve of the relevant legislation by the end of 2017.	Number Als approved			
2. Building bus stops for passengers in the national roads of Kosovo.	Bus stops for passengers in national roads by the end of 2016.	Number of bus stops built	Lack of funds, the exclusion of these bus stops in contracts for road construction	1,500,000€	BK
3. Shuttle train line Prishtina- IA Adem Jashari	Shuttle train line Prishtina- IA Adem Jashari, completed until the period from 2018-2019+.	Railway line ready for use,	Lack of funds	4,000,000.00€	BK+PZH
DEPARTMENT OF VEHICLES					
1. Construction of seven (7) centres for testing candidates for drivers.	Three (3) centres constructed until the period from 2018-2019+.	Objects	Lack of funds. The non-cooperation of stakeholders.	4,000,000€	BK+ OTHER

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ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION MANNERS (VM)	RISKS AND ASSUMPTIONS
RAILWAY TRANSPORT			
<p>1.1 Meeting with stakeholders to discuss and agree on the following matters:</p> <ul style="list-style-type: none"> - Division of responsibilities for all action plan activities; and - approval of the final action plan (MI), containing the following list: - feasibility study (defined with the terms of references), - analyzing financial possibilities (INFRAKOS), - budgetary and financial plans, - preparatory works on tender processes 	<p>Final activity plan approved and agreed with the main stakeholders by the end of 2016.</p>	<p>Number of meetings</p>	<p>Lack of consensus among key stakeholders</p>
<p>1.2 Implementation (INFRAKOS).</p>	<p>Successful project implementation.</p>	<p>Reports on project implementation</p>	<p>Lack of funds</p>
<p>1.3 Monitoring and supervision of implementation process by MI</p>	<p>Monitoring mechanisms of the process and operational actions.</p>	<p>Number of reports</p>	<p>Disagreement with Regulatory Authority</p>

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<p>2.1 Draft the feasibility study terms of references, in cooperation with the stakeholders:</p> <ul style="list-style-type: none"> - railway line for connection with Albania, - Shuttle train for airport. 	<p>Terms of references agreed and approved by the end of 2015.</p>	<p>Contents of terms of reference Feasibility studies conducted</p>	<p>The lack of consensus among key stakeholders</p>
<p>2.2 Implementation (INFRAKOS).</p>	<p>Successful project implementation by the end of 2015.</p>	<p>Reports delivered and approved</p>	<p>Lack of funds</p>
<p>2.3 Monitoring and supervision of implementation process by MI.</p>	<p>Monitoring and operation mechanisms 2018.</p>	<p>Number of reports</p>	<p>Disagreement with Regulatory Authority</p>
<p>3.1 Continuation of financial support from the Kosovo budget for the maintenance of existing infrastructure.</p>	<p>Financial support, the same and/or increased. Existing infrastructure developed in 2018.</p>	<p>Number of existing infrastructure improved.</p>	<p>Lack of funds</p>
<p>3.2 Commencement of implementation of the plan based on the dynamics foreseen under the Strategy for inclusion of the entire railway network in plans for development and improvement.</p>	<p>Plan for the development and improvement of the entire railway network, approved and operational.</p>	<p>Reports on the status of the railway network. Reports on monitoring the strategy of MI.</p>	<p>The lack of consensus among key stakeholders. Disapproval of the MI strategy.</p>
<p>4.1 Drafting of terms, completed</p>	<p>Terms approved by 2015</p>	<p>Contents of the terms of references</p>	<p>Lack of funds</p>

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4.2 Selection of the winning company	Signing completed in 2016	Reports on the implementation of the contract	If the tender criteria are not met
4.3 Monitoring and completion of the works	Monitoring mechanism, operational 2018.	Reports	
5.1 Drafting terms, completed	Terms approved 2015	Contents of the terms of references	Lack of funds
5.2 Selection of the winning company	Signing completed, 2016	Reports for implementation of the contract	If the tender criteria are not met
5.3 Monitoring and completion of the works	Monitoring mechanism, operational 2018	Reports	
6.1 Drafting terms, completed	Terms approved, 2016	Contents of the terms of references	Lack of funds
6.2 Selection of the winning company	Signing completed, 2018	Reports	Criteria not met
6.3 Document accepted	Feasibility study completed in 2018+	Final report accepted	
7.1 Drafting terms, completed	Terms approved, 2015	Contents of the terms of references	Lack of funding and the willingness of both governments
7.2 Selection of the winning company	Signing completed, 2017	Reports	If the tender criteria are not met

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7.3 Document accepted	Feasibility study completed in 2018+	Final report approved	
AIR TRANSPORT			
1.2 Process monitoring.	Monitoring mechanisms, established.	Reports and recommendations.	
2.1 Drafting the terms of references	Terms of references drafted in the first quarter of 2015.	Contents of the terms of references	
2.2 Tender announcement	Tender announced by June 2015.	Number of competing companies	
2.3 Selection of the company	Company selected by the end of 2015	Signing the contract	
2.4 Technical acceptance of works	Technical acceptance by the end of 2016	Report on technical acceptance.	
MARITIME TRANSPORT			
1.1 Definition of the feasibility study terms of references.	Terms of references drafted and approved by the end of 2015.	Contents of the terms of references	
1.2 Tender	Tender, released in the beginning of 2016.	Number of companies applied for tender	
1.3 Selecting the company to conduct the feasibility study.	Proposal prepared by the selected company 2016.	Working plan	None of the companies meets the criteria defined

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			in the tender
1.4 Agreement with the company.	Agreement signed, 2016.	Meetings	Agreement not reached
1.5 Feasibility study.	Feasibility studies completed 2018+.	Reports and recommendations	
1.6 Monitoring.	Monitoring mechanism defined.	Reports	Disagreement of key stakeholders
1.7 Assessment of the feasibility study in order to identify further steps.	Next steps identified.	New work plan finalized	Feasibility studies show a negative scenario for further developments
ROAD INFRASTRUCTURE			
1.1.1 Design the implementing project. (Completion of technical documentation for commencement of works)	Draft-proposal prepared and finalized	Technical documentation	Unresolved property and legal issues which consequently unable the expropriations
1.1.2 Revision of implementing project			
1.2 Solving property-legal issues. (MI identifies properties and owners, expropriation is done by MF, MESP and municipalities, according to the law in force)	Property and legal issues resolved by the end of 2015.	Documents related to property-legal issues	
1.3 Preparing the tender	Tender published by 2015	Number of	Lack of funds

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		applicants	
1.4 Signing of contracts	Contracts signed by the end of 2015	Number of contracts	No competitor
1.5 Project implementation	Successful implementation of the project.	Number of reports	Lack of funds
1.6 Final (technical) acceptance and assessment	Final approval.	Reports	Negative results on the project evaluation
1.7 Project evaluation	Project evaluated.	Reports	Failure of project evaluation
2.1 Improving maintenance standards of the road network in accordance with EU standards.	Road maintenance standards are approximated with EU regulations by 2015.	Criteria and standards	
2.2 Implementation of road maintenance standards. (MI and Standardization Agency)	Road maintenance standards implemented.	Number of contracts	Failure to implement EU standards
2.3 Preparation of multi-year contracts for road maintenance (contracts based on results).	Performance-based contracts signed by August 2016.	Reports	Lack of expertise
2.3.1 Regular recording of road network condition.	Testing the road network condition	Reports	Lack of monitoring/recording system and lack of adequate equipment.
2.4 Implementation and monitoring of maintenance contracts.	Contracts implemented and monitored by the end of 2015.	Reports	Lack of monitoring system.

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2.5 Monitoring and evaluation of the road network condition.	In annual basis	Reports and recommendations	Lack of monitoring system and lack of adequate equipment.
3.1 Drafting the terms of references	Terms of references prepared. Draft-proposal drafted and approved in early 2015.	Contents of the terms of references and draft-proposal	Evaluation finalised
3.2 Preparing the implementing project.			
3.2.1 Designing the implementing project.			
3.2.2 Revising the implementing project.			
3.3 Solving property-legal issues. (MI identifies properties and owners, expropriation is done by MF and MA, according to the law in force)	Property and legal issues resolved and agreement reached with municipal assemblies by the end of 2015.	Documents and agreement/memorandum of understanding	Lack of cooperation between key stakeholders
3.4 Providing the required funds from KCB and IFI (international financial institutions).	Project financed in 2015.	Agreement signed	Evaluation finalized
3.5 Preparing the tender	Tender, published in the beginning of 2015.	Number of applicants	Lack of funds
3.6 Signing contracts.	Contracts signed by July 2015.	Number of contracts	Lack of funds
3.7 Implementation of priority projects.	Priority projects successfully implemented.	Reports	Lack of funds

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3.8 Final acceptance (technical) and evaluation.	Project approved and evaluated by the end of 2015.	Reports	Unsuccessful implementation of the project
3.9 Project evaluation.	Project evaluated.	Reports	Lack of monitoring mechanism
4.1 Preparing the implementing project.	Draft-proposal drafted and approved by the end of 2015.	Number of projects	Lack of funds and expertise – project not approved
4.1.1 Designing the implementing project.			
4.1.2 Revising the implementing project.			
4.2 Solving property-legal issues. (MI identifies properties and owners, expropriation is done by MF and MA, according to the law in force)	Property and legal issues resolved and agreement reached with municipal assemblies by early 2016.	Documents and agreement/memorandum of understanding	Lack of cooperation between key stakeholders
4.3 Providing the required funds from KCB and IFI (international financial institutions).	Project financed.	Agreement signed	Lack of funds
4.4 Preparing the tender	Tender published.	Number of applicants	Lack of funds
4.5 Signing contracts.	Contracts signed.	Number of contracts	Lack of funds
4.6 Implementing projects	Priority projects successfully implemented.	Reports	Lack of funds

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4.7 Final (technical) acceptance and evaluation.	Project approved and evaluated.	Reports	Lack of monitoring mechanism
5.1 Feasibility study and report on the assessment of environmental impact	Reports drafted and finalized by the end of 2015.	Technical documentation	Unresolved property and legal issues which consequently unable expropriations
5.2 Solving property-legal issues. (MI identifies properties, owners, expropriation is done by MF, MESP and municipalities, according to the law in force)	Property and legal issues resolved by the end of 2017.	Documents related to property-legal issues	
5.3 Preparing the tender	Tender published by 2017	Number of applicants	Lack of funds
5.4 Signing contracts	Contracts signed by June of 2017.	Number of contracts	No competitor
5.5 Project implementation	Successful implementation of project.	Number of reports	Lack of funds
5.6 Final acceptance (technical) and evaluation	Final approval.	Reports	Negative results of project evaluation
5.7 Project evaluation	Project valued.	Reports	Failure of project evaluation
6.1 Feasibility study and assessment of environmental impact	Reports drafted and finalized by the end of 2015.		

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6.2 Designing the implementing project. (Completion of technical documentation for commencement of works)	Draft-proposal drafted and finalized by 2016	Technical documentation	Unresolved property and legal issues which consequently unable expropriations
6.3 Solving property-legal issues. (MI identifies properties and owners, expropriation is done by MF, MESP and municipalities, according to the law in force)	Property and legal issues resolved by the end of 2016.	Documents related to property-legal issues	
6.4 Preparing the tender	Tender published by 2017	Number of applicants	Lack of funds
6.5 Signing contracts	Contracts signed by June 2017.	Number of contracts	No competitor
6.6 Implementing projects	Successful implementation of the project.	Number of reports	Lack of funds
6.7 Final acceptance (technical) and evaluation	Final approval.	Reports	Negative results of project evaluation
6.8 Evaluation of project	Project evaluated.	Reports	Failure of project evaluation

1.2 Strategic objective 2

1.2.1 Goals, Activities and Targets

PURPOSE (Strategic objectives)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION MANNERS (VM)	RISKS AND ASSUMPTIONS	COST	Financing manner
<ul style="list-style-type: none"> Creating a favourable and safe regulatory environment for raising the quality of services in the field of transport. 	Qualitative services for citizens. Monitoring process developed Multimodal transport services are added. Transport network managed.				
RESULT	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION MANNERS (MV)	RISKS AND ASSUMPTIONS	COST	
RAILWAY TRANSPORT					
1. Multimodal transport services for passengers (bus – train) in line Prishtina - PIA.	Railway line “Adem Jashari” Prishtina – Prishtina bus station, operational by the end of 2018.	Train for operational airport (number of trips).	Negative outcome of the feasibility study.	20,000,000€	KB
2. Providing railway crossing by installing horizontal and vertical signalization	Horizontal and vertical signalling established by 2018	Functional signalling	Lack of funds	3,000,000€	KCB+DP

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AIR TRANSPORT					
2. Creating a favourable environment for the operation of cheap flying companies in Kosovo.	More operational low cost companies cost flights operating continuously.	Selection and certification of cheap air companies			
ROAD INFRASTRUCTURE					
1. Adoption and implementation of European norms and standards for construction, rehabilitation and maintenance of the road network.	European norms and standards for construction and maintenance of the road network should be adopted and implemented at least by 2015.	Number of norms	Disapproval of the new regulations.	1,000,000€	KB
2. The vertical and horizontal signalling of the road network.	Horizontal and vertical signalling, established in the period from 2015-2017	Functional signalling	Lack of funds	12,500,000€	KB

TRANSPORT OF PASSENGERS, GOODS AND DANGEROUS GOODS					
1. Creating an electronic system for granting license	1. Electronic application for licensing in road transport of passengers, goods and dangerous goods, operational by 2017.	The number of electronic applications	Lack of administrative capacities for maintenance.	50,000€	KB
2. Creating a unique information system for intercity and international transport by bus.	Information system in bus stations connected with joint information centre in MI by 2017	Number of publications. Database operational.	Lack of administrative capacities for maintenance and lack of cooperation with bus stations	300,000€	KB
3. Providing access to public transport for all citizens of Kosovo.	Identifying lines economically unsustainable but necessarily required for the interests of citizens by the end of 2017.	Use of public transportation in % in annual basis. Number of lines.	Lack of funds	2,000,000€	KB
4. Subsidies in land transport of passengers	AI on the ways of subsidies finalized 2017	Subsidized transport in 2014	Lack of funds	7.400,000€	KB
5. Establishment of data base for documents issued by the Ministry (permits, authorizations, licenses, digital cards, etc.)	Bidding and announcement of the winning company 2015	Functional database 2014	Lack of funds	100,000€	KB

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DEPARTMENT OF VEHICLES					
1. Design and implementation of electronic testing program for candidates for driver's licenses.	Electronic testing program for candidates for driver's license ready by the end of 2017.	The number of candidates for drivers that use electronic testing program	Lack of funds	1,500,000€	KB + OTHER
2. Creation and implementation of electronic information system for driver's licensing.	Electronic information system for driver's licensing ready by the end of 2017.	The number of issued driver licences	Lack of funds	1,000,000€	KB
3. Licensing and authorization of services that make the installation of equipments for vehicles with LPG (Liquefied Petroleum Gas) and CNG (Compressed Natural Gas).	Authorized services for installation of LPG and CNG equipment by the beginning of 2015.	Use in percentage of equipments with LPG and CNG	Lack of funds	10,000€	KB
MULTIMODAL/INTERMODAL TRANSPORT					
1. Intermodality bus – train for passengers	Forecast and update of data for clients completed in 2016	Number of passengers	Lack of funds	200,000€	KB
2. Intermodal plan for passengers for line 10 and line Prishtina-Peja	Feasibility study completed in 2016	Report accepted	Lack of funds	1.000,000€	KB
INSPECTORATE					
1. The inspectorate device with modern tools for field inspection	Tender and announcement of the winning company 2015	Equipment accepted until 2015	Lack of funds	200,000€	PZH

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AIR TRANSPORT				
1.1 Talks with KFOR to allow the use of low air space for all types of aviation (sports, agriculture, etc.)	Draft agreement drafted by June 2015.	Meetings. Reports. Agreement.	Lack of cooperation with KFOR	
2.1 Feasibility study for the lines (corridors) of new commercial air transport.	Feasibility study completed by the end of 2015.	The number of feasibility studies. Reports		
2.2 Obtain approval from NATO.	The agreement with NATO signed by June 2015.	Meeting	Rejection	
2.3 Agreements with neighbouring countries and coordination with ICAO and EUROCONTROL.	Agreements with the key stakeholders signed by the end of 2015.	Meetings. Number of agreements	Lack of cooperation	
ROAD INFRASTRUCTURE				
1.1 Adaptation and completion of maintenance, rehabilitation and construction standards of the road network according to EU standards.	Standards adapted and completed by the end of 2015.	Reports. Standards identified		
1.2 Implementation of maintenance, rehabilitation and construction standards of the road network.	Norms and standards for maintenance, rehabilitation and construction of the road network implemented by the end of 2015.	Reports		

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1.3 Monitoring and evaluation of the implementation of standards.	Implementation of standards monitored and evaluated by the end of 2016.	Reports	There is no monitoring mechanism	
TRANSPORT OF PASSENGERS, GOODS AND DANGEROUS GOODS				
1.1.1 Drafting the terms of references for web application which will enable the online application for licensing of operators of transport services.	Terms of references prepared during 2016.	Contents	Lack of capacities;	
1.1.2 Tendering.	Tender published by the end of 2017.	Number of applicants		
1.1.3 Selection.	The selected company in early 2017.	Information about the company		
1.1.4 Implementation and monitoring.	The project implemented by the end of 2018.	Reports	Lack of readiness	
2.1 Publication of schedules, courses and operators of international and intercity transport in the website of MI.	Schedules, courses and transport operators published on the website by the end of 2018+.	Number of users	Non-functional webpage;	
3.1. Transformation of ACST (Advisory Council of Subsidized Transport) in TAC (Transportation Advisory Council).	TAC established and operational by early 2018.	Terms of references. Number of staff. The division of responsibilities.		
3.2. Review of AI on the methodology of selection of lines economically unsustainable,	Administrative Instruction revised and approved by early 2015.	Administrative Instruction; Transport lines identified;	Lack of cooperation	

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but necessary for the community.				
3.3. Review the proportion of bus/train subsidies.	Review completed by the end of 2018.	Proportion should be: 1.5 bus/ for 1 train		

MULTIMODAL TRANSPORT				
1.1 Drafting the terms of references	Terms of references approved 2016	Contents of the terms of references		
1.2 Selection of the winning company	Signing the contract, 2017	Reports	If companies do not meet the criteria specified in the tender document	
1.3 Accepted document	Feasibility study completed, 2018	Final report accepted	6.3 Accepted document	
2.1 Drafting the terms of references	Approved terms of references 2016	Contents of the terms of references	Lack of funds	
2.2 Selection of the winning company	Signing the contract, 2017	Reports	If companies do not meet the criteria specified in the tender document	
2.3 Accepted document	Feasibility study completed, 2018	Final report accepted	Accepted document	

DEPARTMENT OF VEHICLES			
1.1 Drafting the terms of references for electronic testing project for driver candidates.	The terms of references drafted and approved by the end of 2015	Contents	Lack of funds
1.2 Implementation of the project based on the terms of references.	The project successfully implemented by early 2016	Reports	Lack of funds
2.1 Drafting the terms of references for the electronic information system project for licensing of drivers.	The terms of reference drafted and approved by the end of 2015.	Contents	Lack of funds
2.2 Tender announcement.	Tender published by early 2015.	The number of companies that have applied	Lack of funds
2.3 Selection of the company.	The company selected until 2015.	Information about the company	Adequate companies not applied
2.4 Implementation of the project based on the terms of references.	The project successfully implemented by the end of 2015.	Reports	Lack of funds
3.1 Drafting bylaws.	Bylaws drafted and approved by the end of 2015.	Number of bylaws	Lack of cooperation
3.2 Drafting the terms of references.	Terms of Reference drafted and approved by February 2015.	Contents	Lack of funds

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3.3 Licensing (authorization) of institutions that meet the criteria.	Institutions that will be licensed identified by the end of 2015.	Number and names	No institution meets the criteria
3.4 Monitoring of services.	Service monitoring mechanism established by 2015.	Reports	The monitoring mechanism not operational

1.3 The Strategic Objective 3

1.3.1 Goals, Activities and Targets

PURPOSE <i>(The strategic objective)</i>	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS		
<p><i>Increasing traffic safety and environmental protection.</i></p>	<p>The 30% reduction of environmental pollution from gas emissions by motor vehicles by the end of 2018.</p> <p>The 50% reduction of fatal accidents by the end of 2018.</p> <p>The 30% reduction of fatal accidents in railway transport by the end of 2018.</p> <p>The computer centre for urgent answers fully operational by the end of 2018.</p>				

RESULT	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS	COST	Financing method
RAILWAY TRANSPORT					
1. Elimination of illegal constructions in the safety railway girdle.	Illegal constructions in the safety railway girdle eliminated by 2018-2019+.	Number of illegal constructions eliminated	Lack of cooperation with municipalities for the reduction of the number of illegal constructions by the railway girdle;	5,000,000€	KB
2. Finalizing of the control system of trains' movement in the railway-line Leshak-Hani i Elezit.	The control system of trains' movement finalized by the end of 2018;	Number of trains; Allocated funds;		5,000,000€	KB
3. The security increase in the railway transport of dangerous goods.	Full implementation of the Law on transportation of dangerous goods and bylaws for the increasing safety in the railway transportation of the dangerous goods by the end of 2018.	Law and bylaws implemented The security criteria	The law not fully implemented;	1,000,000€	KB

AIR TRANSPORT					
1. The improvement of air traffic safety.	Supervision of operators by the inspectors and auditors, constantly	The number of inspections and audits.			
ROAD INFRASTRUCTURE					
1. The increase and improvement of road safety in the road network.	The horizontal and vertical signalling in the road network and maintenance, constantly.	The number of horizontal and vertical signalling placed in the road network.	Lack of funds Lack of cooperation with the other relevant municipalities and ministries	5,000,000€	KB
	The geometry of crossroads and crossings in the road network improved by 2018.	The data regarding the improvement of crossroads and crossings' geometry.			
2. Protection of road girdles.	1. The number of usurpations and illegal constructions in roadsides decreased for 50% by the end of 2019.	The number of usurpations and illegal constructions that were eliminated.	Lack of cooperation. Lack of funds.	3,000,000€	KB
	2. Illegal access in the road network eliminated by 2018.	Number of illegal access decreased.			

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<p>3. Environment protection during the maintenance and construction of roads.</p>	<p>Application of environmental standards and guidelines during the maintenance and construction of roads by the end of 2018.</p> <p>The decreased level of noise and pollution along the road network.</p>	<p>Number of standards and guidelines.</p> <p>Measurement of noise and pollution level.</p>	<p>Lack of cooperation with the Ministry of Environment.</p> <p>Lack of funds.</p>	<p>1,500,000€</p>	<p>KB</p>
TRANSPORT OF PASSENGERS, GOODS AND DANGEROUS GOODS					
<p>1. The increase of professional level of the management of operators and drivers of motor vehicles of the road transport.</p>	<p>Training and equipment with CPC of all managers in road transport of passengers and goods:</p> <p>a. In the local and international transport of passengers in continuity.</p> <p>b. In the international transport of goods in continuity.</p> <p>c. For drivers of international transport of goods, (in continuity)</p> <p>d. For driver for local transport of passengers and goods (in continuity)</p>	<p>The number of trained managers in all the sectors</p>	<p>The lack of cooperation with ADR and the authorised entities from the Ministry.</p>	<p>10,000€</p>	<p>KB</p>
<p>2. The implementation of ADR of the road transport of dangerous goods in Kosovo.</p>	<p>1. All drivers of motor vehicles equipped with certificates (in continuity)</p>	<p>The number of drivers and motor vehicles for the transportation of</p>	<p>Lack of funds</p>	<p>10,000€</p>	<p>KB</p>

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	<p>2.All motor vehicles for dangerous goods transport equipped with ADR vehicle certificate (in continuity)</p> <p>3. At least five (5) advisers of security of the dangerous goods trained and certified by the end of 2018.</p>	<p>dangerous goods equipped with ADR certificates.</p> <p>The number of trained staff.</p>		50,000€	KB
3. Implementation of digital tachographs by the end of 2018.	<p>1. Establishment of the council for cards issuing by the end of 2016.</p> <p>2. Entry to Takonet during 2017.</p> <p>3. Officials of control trained and equipped during 2018.</p> <p>4. Services certified by the end of 2018.</p>	<p>The number of the issued cards.</p> <p>The number of trained staff.</p> <p>The number of certified services.</p>	<p>The lack of funds.</p> <p>The delays from Brussels regarding the appointment of the inspectors that will be trained.</p> <p>The recognition of Kosovo as an independent country by all the EU member states.</p>	1,500,000€	KB

THE DEPARTMENT OF MOTOR VEHICLES					
1. The application of gas emission control.	The EURO3 standard of gas emission control applies until the period 2018-2019+	The numbers of motor vehicles that use the EURO 3 (%) standards		500,000€	KB
2. The establishment of mobile centre for technical control of motor vehicles.	The mobile centre for technical control of motor vehicles ready by the beginning of 2016.	Number of tested motor vehicles	Lack of funds Lack of cooperation	500,000€	KB
3. The development and implementation of the integrated information system for traffic safety.	The integrated information system for traffic safety ready by the end of 2018.	Data (%)	Lack of funds Lack of cooperation	500,000€	KB
4. Development of professional capacities of driving examiners and instructors.	Providing didactic equipments for psycho-physical test of driving instructors and examiners by the beginning of 2018.	The number of didactic equipments	Lack of funds	70,000€	KB
5. The centre for testing the motor vehicles with gas.	Licensing of testing centres, 2015	Testing centres operational	Lack of funds	100,000€	KB+other
6. Calibration of equipments for technical control of motor vehicles	The company for calibration contracted (qualified) 2015 and in continuity	Equipments of QKT calibrated 2014 in continuity	Lack of funds	25,000€	KB +othe

ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS
TRANSPORTI HEKURUDHOR			
1.1 Finalization of the working group's work for the identification of existing crossings (representatives of MI, InfraKos, TrainKos, KK and PK)	The working group established by 2016.	Reports	Lack of cooperation
1.2 The analysis of the working group report, identification and legalisation of the needed crossings and their insertion in the railway network.	All the crossings identified by the beginning of 2017.	Reports Recommendations	Lack of cooperation
1.3 The approval of proposals for legal crossings	The proposals approved by the end of 2017.	Proposal number	Lack of cooperation
1.4 Elimination of illegal crossings.	Illegal crossings identified by the beginning of 2018+.	The number of eliminated illegal crossings.	Lack of cooperation
2.1 The continual monitoring of the project according to the foreseen dynamic of trains' movement in the railway line Leshak-Hani i Elezit.	The monitoring system - operational by the end of 2018+.	Reports	
3.1 The increase of efficacy in the implementation of the Law on transportation of dangerous goods and of the bylaws for the increase of safety in the railway transportation of the dangerous goods.	Efficient increase from the monitoring bodies 2018+.	Contents	

AIR TRANSPORT			
1.1 Establishment of a common working group (MI ACC and aeronautic federation) regarding the procedures for registration of aerial vehicles.	Working group established by the end of 2015.	Meetings Reports and recommendations	Lack of cooperation between MI and AAC and of the federation.
1.2 Monitoring of the registration of aerial vehicles.	Monitoring mechanism established by the end of 2015.	Reports. The number of aerial vehicles registered in yearly bases.	
ROAD INFRASTRUCTURE			
1.1 Preparation of one year and long term programs for the horizontal and vertical signalling in road network.	One-year program implemented in continuity, long term program drafted and approved (in continuity)	Contents. Work plan. Action plan.	
1.2 Implementation of the program on vertical and horizontal signalling.	The program for the vertical and horizontal signalling implemented.	Reports	
TRANSPORT OF PASSAGERS, GOODS AND DANGEROUS GOODS			
1.1 Compilation of leaflets for training in cooperation with Training Centres	Leaflets designed and distributed in continuity.	Number of leaflets	Lack of cooperation with the training centres

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1.2 The beginning of the managers and drivers training for the transport of goods and dangerous goods.	1. The training for drivers started, in continuity 2. The training for managers started (in continuity)	Number of trainings Number of participants	Non-accreditation from IRU
2.1 Monitoring of ADR with the supplementations and changes every two years.	Supplementations-amendments of ADR incorporated and adopted in continuity (in every two years).	Reports Recommendations	
2.2 Forwarding ADR amendments to the operators of transport of dangerous goods and to other stakeholders.	Amendments of ADR distributed	Reports Meetings	
3.1. Organization of seminars/ workshops	Seminars/workshops by June of 2015	Number of workshops Number of participants	
3.2. The training of control officials of MI and of other inspectors (police, customs, etc.)	Legislation approved and adopted by the end of 2016.	Number of trainings Number of participants	
3.3. The drafting of a necessary legislation for the implementation of digital tachographs.	Legislation approved and adopted by the end of 2015.	The digital tachograph operational	
3.4. Establishment of National Issuing Card Council (ICC).	National Issuing Card Council established by the end of 2015.	The number of issued cards.	The non-recognition of Kosovo from all EU member countries
3.5. The initiation of procedures for entry in Takonet	Criteria and standards for the qualification of cervices drafted and approved by the end of 2017.	Reports Number of procedures	Lack of cooperation

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3.6. Defining the criteria and standards for certification of services.	Criteria and standards for the qualification of services drafted and approved by the end of 2017.	Reports	
DEPARTMENT OF MOTOR VEHICLES			
1.1 Evaluation of the current situation of gas emission from the motor vehicles.	Situation of the gas emission evaluated by June of 2015.	Reports	
1.2 Analysis of results and recommendations for the elimination of gases of different categories of motor vehicles.	Results analyzed by the end of 2015.	Analyses. Reports. Recommendations	
1.3 Implementation of the gas emission control.	Gas emission control implemented 2018.	Reports The data published.	
2.1 Issuance of the bylaw.	Bylaws adopted and implemented by the end of 2015.	Reports	Non-approval
2.2 Authorization of technical control centres for providing periodical control services of the braking system.	Technical control centre for periodical control of the braking system authorized by the beginning of 2015.	Agreement	Lack of support
2.3 Implementation and monitoring of implementation.	Technical control centres for periodical control of the braking system are operational by the end of 2015.	Reports The number of tested vehicles in monthly bases.	

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3.1 Adoption of the European Union 2000/30/EC Directive.	The European Union 2000/30/EC directive adopted and implemented by the end of 2015.	Recommendations	
3.2 Consultation with MIA on the most appropriate way of organisation of this service.	The most appropriate methods identified and agreed by the end of 2016.	Meetings. Reports. The number of identified methods.	Lack of cooperation
3.3 The beginning of procurement procedures.	The procurement procedures drafted and implemented by the beginning of 2018		The lack of support from MI
3.4 Training of staff in using equipments and technology.	The staff trained by 2018.	Number of trainings. Number of participants.	
3.5 Information campaign.	Information campaign prepared by the end of 2018.	Information materials. Leaflets. Other materials.	
3.6 Implementation.	The information campaign implemented by 2018+.	Number of participants. Venue	
4.1 The establishment of a working group consisting of the Department of Air, Maritime and Railway Transport, Department of Road Infrastructure, Department of Road Transport, Department of Motor Vehicles, for drafting the terms of references for the project of integrated information system for	The working group established by 2015.	Meetings. Reports.	

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traffic safety			
4.2 Drafting of the terms of references	Terms of references drafted and approved during 2017.	Contents.	Lack of funds
4.3 The announcement of tender.	The tender announced by the end of 2018.	Number of applicants.	Lack of funds
4.4 Selection of the company.	The company selected by 2018	Company's name	No responsive company applies
4.5 Implementation based on the terms of references.	Project successfully implemented 2018+.	Reports	Lack of funds

1.4 The Strategic Objective 4

1.4.1 Goals, Activities and Targets

PURPOSE (Strategic Objective)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS		
RESULT	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS	COST	Financing method
<i>Membership and cooperation of Kosovo in the international organizations that have to do with transport sectors</i>	Not less than 80% of all intended memberships achieved by the end of 2017.				
RAILWAY TRANSPORT					
1. The membership in the International Railway Union - UIC	The membership in UIC by the end of 2015.	Agreement	Membership to UN	50,000€	KB
2. Membership in the Community of European Railway and Infrastructure Companies CER	Membership in the Community of European Railway by the end of 2015	Agreement	The recognition of Kosovo as an independent state by all the members of EU	25,000€	KB
3. Membership in the European Network of Railways (<i>RailNetEurope – RNE</i>).	Membership in the European Network of Railways – RNE) 2015.	Agreement	The recognition of Kosovo as an independent state by	25,000€	KB

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			all the members of EU		
4. Implementation of all the obligations deriving from the Transport Treaty.	The working group established after the signing of the Transport Treaty and the beginning of implementation of the obligations before 2017.	Agreement	Failure to sign the Treaty.	50,000€	KB
5. Implementation of the Memorandum of understanding of SEETO.	Memorandum of Understanding of SEETO implemented in continuity.	Meetings Reports		50,000€	KB

AIR TRANSPORT

1. Membership in ICAO - <i>International Civil Aviation Organization</i>	The full membership in ICAO by 2015	Agreement	The acceptance of Kosovo in UN		
2. Membership in EuroControl.	The full membership in EuroControl by 2015.	Agreement	Conditioned by the membership in ICAO		

ROAD INFRASTRUCTURE

1. Membership in World Road Association - IFC	Membership in IFC by 2015.	Agreement			
2. Membership in the European Road Federation.	Membership in the European Road Federation by 2015.	Agreement	The recognition of Kosovo as an independent state by all EU members		

TRANSPORT OF PASSENGERS, GOODS AND DANGEROUS GOODS					
1. Active participation in the activities of CIECA (International Commission for Driver Testing), CITA (International Motor Vehicle Inspection Committee), SEETO, UITP, IRU (International Road Union).	The monitoring of standards in accordance with the conditions set by the respective organizations for accreditation. (in continuity)	Agreement	Lack of financial support Lack of support from the Economic Chamber	1,200,000 €	KB
2. Signing of the bilateral agreement between the interested states.	Agreements signed in continuity	Agreement	Lack of cooperation	500,000€	KB

ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS
OPERATIONAL OBJECTIVES IN MI LEVEL			
1.1 Signing of the document for the establishment of the Transport Community for South-eastern Europe.	Treaty of the Transport Community signed by the beginning of 2015	Agreement	Lack of cooperation
1.2 Establishment of the working group for the implementation of Transport Community Treaty (for the Transport sector).	Working group established (Transport Community Treaty) by the end of 2015.	Reports	Lack of cooperation
RAILWAY TRANSPORT			
1.1 Establishment of the working group (MI, InfraKOS, TrainKOS, ARH) that would work for the membership of Kosovo into all relevant organizations in the field of railway transport.	Working group established in continuity.	Meetings Reports	Lack of cooperation between MI and MI, InfraKOS, TrainKOS, ARH)
1.2 Organization of meetings with the officials of International Railway Union of and the engagement of friendly states for lobbying	Meetings organized by the end of 2015.	Number of meetings Reports The participation of international partners	Lack of cooperation
2.1 Organization of meetings with the officials of European Commission for Railways and the engagement of friendly states for lobbying	Meetings organized in continuity.	Number of meetings. Reports. The participation of international partners	Lack of cooperation
3.1 Organization of meetings with the officials from the European Network of Railways and the	Meetings organized in continuity.	Number of meetings. Reports.	Lack of cooperation

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engagement of friendly states for lobbying.		The participation of international partners	
4.1 Identification of experts from the relevant sectors to work as working group in the finalization of text and implementation of the obligations that derive from the signing of the Transport Treaty.	Experts identified and selected by the end of 2015.	Number of experts. Participation.	The failure to sign the Transport Treaty
5.1 Active participation of representative officials of the Republic of Kosovo in the working groups of different levels.	High level of participation in continuity	Number of meetings. Participation. Reports.	Lack of cooperation

AIR TRANSPORT			
1.1 Repetition of the request with additional arguments for the membership in ICAO.	Request approved by the end of 2015.	Reports	Lack of support
2.1. Submitting the request for membership in EUROCONTROL and fulfilment of requirements for such membership	Request submitted in 2015.	Request approval.	Application refusal

TRANSPORT OF PASSENGERS, GOODS AND DANGEROUS GOODS			
1. Active participation in CIECA activities (International Commission for Driver Testing), CITA (International Motor Vehicle Inspection Committee), SEETO, UITP, IRU (International Road Union).	Supervision of standards according to the conditions set by relevant organizations for accreditation (in continuity)	Number of participants	Lack of financial support. Lack of support from the Economic Chamber
2.1. Consultation with the Ministry of Foreign Affairs (MFA) and initiation of procedures for signing these agreements	Procedures drafted until the end of 2015.	Meetings Reports	Lack of cooperation
2.2. Establishment of technical commissions	Technical commissions established by the end of 2015.	Meetings Reports	Lack of cooperation
2.3. Delivery of initiating documents	Initiating documents delivered by the end of 2015.	Approval	Refusal
2.4. Consultations with the Ministry of Foreign Affairs (MFA)	Agreement reached by the end of 2015.	Agreement	Refusal

1.5 Strategic Objective 5

1.5.1 Goals, Activities and Targets

PURPOSE <i>(Strategic objective)</i>	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS		
<i>Functional structure with sufficient human resources, well motivated and competent for the transport sectors.</i>	Organisational structure of MI completely functional; Steady capacities developed; Operational SIM.				
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS	COST	Financing methods
OPERATIONAL OBJECTIVE IN THE LEVEL OF MI					
1. The establishment of the Geographic Information System (GIS) in MI.	Geographic Information System (GIS) for all sectors of MI established by the end of 2015.	The use of database (%). Indicators for GIS.	Lack of cooperation Lack of funds	150,000€	BK
	All databases integrated in a common data base, also interconnected with stakeholders systems by the end of 2015.				

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2. Trainings for the administration reforms on the Code of ethics, anti-corruption in public administration and study tours	The staff trained (in continuity)	Number of officials trained 2014 (in continuity)	Lack of funds	120,000€	KB
3. Purchase of vehicles for the Ministry	Vehicles purchased by the period 2018-2019 +	Number of vehicles	Lack of funds	450,000€	KB
4. Trainings of inspectors for the road transport infrastructure, technical controls and driving schools.	Trained inspectorate 2016	Number of trained inspectors 2016	Lack of funds	35,000€	KB
5. Capacity building of the project cycle management	Project Implementation Group established and trained in project cycle Management by the end of 2017.	Achieved qualifications	Lack of funds	30,000€	KB
6. Successful implementation of the Strategy of MI.	Transformation of the team for drafting of the strategy into the committee for implementing/monitoring and updating of the strategy by the end of 2015	Reports Documents. Communication system established.	Non-approval of the strategy		
	Divided/assigned responsibilities by the end of 2015				
	Operational immediately after the approval of the strategy.				

ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	VERIFICATION METHODS (VM)	RISKS AND ASSUMPTIONS
1.1.1 Establishment of the working group to study the needs for GIS in MI.	Working Group established by the end of 2015.	Meetings Reports	Lack of support
1.1.2 Drafting the terms of reference for "Integrated Information System UebGIS in MI" project.	Terms of Reference drafted by the end of 2015	Content	Lack of support
1.1.3 Announcement of tender for the project "Integrated Information System UebGIS in MI".	Tender announced in the beginning of 2015.	Number of applicants	
1.1.4 Selection of the winner and implementation of the project "Integrated Information System UebGIS in MI" by the contractor.	The company selected and the project successfully implemented in 2015.	Information for the company Reports	No adequate companies apply
1.1.5 Project Implementation	Project implemented 2015/2016	Functional System	Inadequate System
2. Trainings for the reforms of administration on the code of ethics, anti-corruption in public administration and study tours	Staff trained 2015(in continuity)	Number of officials trained 2014(in continuity)	Lack of funds
3. Purchase of vehicles for the Ministry	Vehicles purchased 2015	Number of vehicles	Lack of funds
4. Trainings of inspectors on the road transport infrastructure, technical controls and driving schools.	Inspectorate trained 2016	Number of inspectors trained 2016	Lack of funds
5. Capacity building for project cycle management.	Project Implementation Group established since 2018.	Achieved qualifications	Lack of funds
6.1 Defining the terms of reference for the Steering Committee for Monitoring the Implementation of the Strategy and the	The team for the Implementation of	Reports	Disapproval of the

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establishment of this committee under the supervision of the General Secretary.	the Strategy meets in monthly basis.		strategy
6.2 Regular reporting on the progress of the strategy	Regular reports compiled by all of the directors of the departments.	Reports	Delays in compiling reports
6.3 Establishment of ad-hoc groups in order to address specific issues for the implementation of the strategy	Working groups established as needed	Reports	Lack of coordination and cooperation

Chapter 7 – Implementation, Database and the result indicators

7.1. Implementation of the sectorial and multimodal transport Strategy and the action plan

Implementation of the Sectorial and Multimodal Transport Strategy and the Action Plan (SMTSAP) in one hand, requires the mobilization of interested parties and, on the other hand requires coordination from a special structure of the Ministry of Infrastructure:

- From 2008 to April 2011, the coordinating structure of the MI was the Transport Planning Unit.
- In April 2011, the TPU merged with the Department of European Integration and Policy Coordination (DEIPC) as a Policy Coordination Division. Former staff of TPU, with the decision of the Secretary General, moved to PCD (Policy Coordination Division)

Although, clearly defined responsibilities of transport planning and strategy were not given to the new created structure, regardless of their position in the future, it seems reasonable to be entrusted with this responsibility, since their staffs is of the same team.

The general name of the transportation planning unit is used hereinafter.

7.1.1. Stakeholders

Stakeholders in the strategy of multimodal transport and action plan are:

- The direct beneficiaries within the Ministry of Infrastructure:
 - Department of Transport
 - Department of Road Infrastructure and Road Directorate
 - Department of Civil Aviation
- Other beneficiaries and target groups:
 - Regulatory Railway Authority (RRA), Infrakos and Trainkos
 - Civil Aviation Authority (CAA)
 - Ministry of Economic Development (MED)
 - Ministry of Finance (MF)
 - Ministry of Environment and Spatial Planning (MESP)
 - Municipal governments
- Last beneficiaries are represented by non-governmental organizations (NGOs)

All these stakeholders have been consulted during the process of updating the SMTSAP within the thematic and general workshops.

7.1.2. Periodic Upgrading and Monitoring of SMTSAP

In the varying economic and political environment of Kosovo, sector strategy and the multimodal transport and action plan need to adapt to the evolution of economic development.

This strategy and the action plan should:

- Be often evaluated in terms of executed projects and implemented measures, and
- Updated periodically.

It is proposed to make an evaluation of strategy and action plan on an annual basis. Report containing the achievements and difficulties must be prepared every year.

Also, the revision of the Strategy and Action Plan is proposed to take place every 5 years. The revision will include predictions of transport requirements, project definition and implementation plan in accordance with the available financial possibilities.

In Section 7.1.3 is proposed that the Transport Planning Unit be responsible for assessing, reporting, monitoring and updating of the Strategy and Action Plan.

7.1.3. The role of Transport Planning Unit

Traditionally, there are two types of planning: strategic planning and operational planning.

- Strategic planning is an expression of the main solutions of the transport policy (liberalization of the transport sector, development of public transport, transport arrangement, harmonization with EU *acquis communautaire* on transport, etc.) in the field of investment programs, fiscal policies or transportation regulations. Strategic planning deals more with long-term planning than with short-term planning.
- Operational planning aims to implement strategic planning. This type of planning focuses on short-term daily actions.

Hence, the work of the Transport Planning Unit should be focused in strategic planning. All scheduled tasks are not solely the responsibility of the Transport Planning Unit; ...Operational Divisions of the Ministry of Infrastructure should be responsible for operational planning. Precise division of the scope of activities between the Transport Planning Unit and other services should be defined by the highest ministerial level.

In order to successfully accomplish the strategic planning, the unit is obliged to:

1. Collect statistical data from the area of transport, as well as socioeconomic ones associated with transportation requirements, and publish this information (yearbook, website, etc...)
2. Define and implement (or subcontract) additional required surveys in order to provide accurate knowledge of the transport sector.
3. Define, apply and regularly update the database of the transport sector, by using all appropriate means, including the geographic information system.

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4. Complete all documents related to the transport sector in Kosovo (regulations, tariffs, etc.) and all documents of international interest (European regulations, transportation agreements, etc.).
5. Compile results indicators for the transport sector on regular basis, which also includes all modes of road transport.
6. Consult various stakeholders (transport companies, user groups, etc.) for actions that need to be taken and publish all actions implemented by the Ministry of Infrastructure using all appropriate means (e.g. website).
7. Perform all planning studies, required by the Secretary General, regarding the needs expressed by the operational divisions of MI:
 - in collaboration with the staff of the TPU, or
 - by subcontracting a consulting company. Then, the TPU will determine the terms and references of the contract (ToR) in order to launch the tender process in consultation with the relevant service and to ensure the continuation of the evaluations.
8. Application of required modelling means for planning (e.g. transport model, HDM 4)

Transport Planning Unit is obliged to forward, if not carried out, analyzes related to transportation, to other bodies outside the Ministry (e.g. analyses for urban transport in the municipalities), only based on special request submitted by the external institution.

TPU has a strategic position for multimodal planning, i.e. foresees the investments according to the type of transport.

It is recommended to draft an administrative instruction in order to precise the role of TPU in initiating and monitoring the implementation of SMTSAP.

7.2. Database and information system

Proposals for transport database are treated in a special report. The proposed measures include:

Improving coordination between the Division of Policy Coordination (DPC) and various entities in order to determine the type and form of the data and the deadlines for their deadlines for presentation before DPC

- Processing of periodic data.
- Summary of data in a format suitable for their distribution

In particular, the data in question include the following:

- The road traffic data.
- The data for public transport passengers
- Railway traffic data
- Air traffic data
- Customs statistics

7.3. Monitoring and indicators

7.3.1. The role of indicators

The implementation of the Strategy will be regularly monitored. Monitoring aims to evaluate the implementation of the Strategy, projects, implementation of action plans and expected outcomes. A list of indicators will be compiled to evaluate the activities. The list of indicators cannot be too detailed. For each sector are proposed a set of indicators, taking into account the sector's objectives, expected results, the data available, sustainability, etc.

Most of the objectives are the same for all transport sectors. For transport users these are: low prices, quality of service and access; for non-users and regulatory (third parties): safety and quality of environmental protection. Achievement of objectives should be evaluated on the basis of performance indicators for each type of transport.

7.3.2. Types of indicators

Different kinds of indicators:

- Indicators for monitoring the activities for implementing the multimodal transport strategy.

These indicators enable quantitative assessment of the project, without providing information on results. They focus on the progress of the project and efficiency of the development, for example the number of kilometres of paved and regulated roads, kilometres of electrified railway lines, the number of multi-modal stations built.

- Indicators to evaluate the findings and results of multimodal transport strategy.

These result indicators of multimodal transport Strategy present the evaluation of the goods and services provided to the users and beneficiaries. For example, good condition of the roads is estimated by the index of harshness, improvement of railway lines with the speed of train.

- Indicators of achievement of the overall goals

These indicators are used to evaluate the level of implementation of projects and the achievements of the Sector in general.

The general goal of the project is:

The improvement and development of transport infrastructure and services and, with this, the increase of economic development, safety of free movement for all communities, access to safety and security systems and to ensure that public transport services are available for all citizens of Kosovo, addressing in particular the needs of women and minorities.

Thus, most of the implementations will be evaluated with the previous indicators. Several indicators can be used to evaluate economic development (for example, increase of transported cargos as the objective of the project, economic development support).

Macro-economic indicators can be used to indicate:

- the level of participation of the transport sector in GDP
- the number / level of employees in the transport sector
- the level of employees' participation of the national transport sector in the international transport market.

7.3.3. The selection and use of indicators

Most of the indicators can be obtained from the updated database with statistical resources available. Specific surveys may be needed to calculate other indicators, such as: prices of transport of goods.

In order to define the indicators, the following shall be selected:

- Indicators that can be easily calculated;
- Indicators that are directly related to multimodal transport strategy.

When selecting indicators, it should be ensured that they are not determined by any external factor. For example, if relations with Serbia are improved, as a result of increased traffic with Serbia, level of achievement of objectives will be increased too, but this level is not a result of improved road conditions and multimodal transport strategy.

7.3.3.1. Proposed indicators

Different agencies are responsible for providing and functioning of infrastructure and the fleet of vehicles in all modes of transport. In these circumstances, various specific groups of indicators are important for infrastructure and services of each subsector.

However, indicators for the road sector (infrastructure) and road transport (transportation services) are part of the same set of indicators.

The following indicators can be used to track the results of multimodal transport strategy:

- Indicators of activities and implementation of the Strategy
 - Number of tenders for the performance of proposed works in the road infrastructure,
 - Number and amount of signed contracts,
 - Number of kilometres of roads constructed under the each type of project:
 - Paving of unpaved roads
 - Expanding of roads
 - Construction of the full highway, or half highway
 - Rehabilitation of Roads
 - Construction of regional roads that improve the road links
 - Number of bus stations, approved
 - Number of technical check for bus companies

Indicators for assessing the outcomes and results of the strategy

Road conditions and characteristics:

- Index of harshness
- Percentage of paved roads
- Categorization of roads (using the new categorization)

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- Access to roads:
 - The density of the network (km / km² roads)
 - Kilometres of paved roads / per inhabitant
 - Number of passengers for standard buses
 - Number of seats available * km:
- Cost of use:
 - The cost of using vehicles
 - The price of the tickets (passengers*km)
 - Transport cost for a ton * km of goods
- Movement:
 - Average driving speed,
 - The traffic flow
- Safety:
 - The number of injuries and deaths caused by vehicles and according to the no. of km
 - Number of victims
 - Number of minor injuries
 - Number of serious injuries
- Economic and Financial:
 - Road budget sector
 - Budget for routine maintenance
- Institutional:
 - Taxes transferred/costs
 - Kilometres past / general
 - Maintain cost per constructed km. and per lane
- Environmental:
 - Standard gas emissions from buses ("euro 4")

7.3.3.2. Proposed railway indicators

The following indicators can be used to track the results of multimodal transport strategy

- Indicators for monitoring the activities and the implementation of the Strategy
 - Number of kilometres of railway line for any kind of project
 - Improvement: two lines
 - Construction of the new line
 - Cost of maintenance of the line per km.
 - The cost of investments in railway inventory
- Indicators for assessing the conclusions and results of multimodal transport strategy
 - Connectivity (access):
 - Density of the network (km/km²)
 - Train stations/km railway
 - Number of multimodal centres
 - Mobility:
 - Number of passengers *km per railway line
 - Tons *km for railway line and every km of the line
 - The average time of travel
 - The flow of traffic
 - Network condition:
 - Average speed of train
 - The number of failures per month

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- Cost of use:
 - Cost of goods / ton km.
 - The price of the flight ticket km

- Economic and Financial:
 - Road traffic/ railway traffic
 - Income from goods/ ton*km
 - Income from passengers/ passenger *km.