

CHAPTER TWELVE

CONCLUSION: WHAT NEXT?



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12.1 INTRODUCTION

This report has debated several themes and proposed sixty seven projects which covered those themes. This final chapter asks: what should be done next? What are the key actions to be taken in the next few years, and how are they related together as part of a synergistic whole?

We have prepared a 'catalogue' of ten projects which could be presented to a Donor/GoA conference, in order to devise an Action Plan for the next five years, and agree a funding package. This short document is published separately.

However, here we summarise the thrust of the proposal, and seek to demonstrate its conceptual coherence. But we note that the reality will emerge from the envisaged conference, (which should obviously be not a unique event but an occasional and recurrent review process.)

12.2 THE OVERALL RATIONALE

12.2.1 The Central Idea: Getting a Grip on Land

In our view, the key to general progress is planning and managing the development and use of land. (In section 12.3 below, we have referred to actions A, B and G in this regard). The *failure* to do this creates other failures (and success here would be the key to progress in many other areas.)

- *Economic Development*
Investors' first need is for space. The lack of a market means they cannot determine an asset value or evaluate an investment possibility. If the region fails to deliver land to investors, (which it does,) then it *fails* – full stop. When everyone can use whatever land they wish to use for any purpose, there will be no market conditions, no price and no predictable asset value.

In rural areas, fragmentation of land holdings stops agriculture being a viable business.

- *Environment*
The main cause of a degraded environment is random development which (a) invades protected areas and (b) pollutes ground water and aquifers by uncontrolled wells and cess pits. The answers

are (a) development control and (b) planned urban growth at densities where infrastructure is technically and economically possible.

- *Infrastructure*
All utility organizations need to know where building will occur and where "Public Rights of Way" will be. This requires planning and enforcement, at densities which make economic sense. Lack of infrastructure has a critical 'knock-on' effect by ruining the environment and deterring investors.

12.2.2 Three Other Related Ideas

The land issue is seen as central (actions A, B and G). The second issue is to provide services or utilities, (actions C, D, E and F) which will be ultimately funded from the land value and coordinated spatially. Land and utilities cannot be separated.

The third idea is to counter the damaging effect of peripherality and to promote a *balance* between town and country. The population will move to the towns and this could deepen the rural crisis and cause neglect of the potential contribution of the remote areas: see action H.

Finally, the actions mentioned here entail the enhancement of capacity in both public and private sectors if they are to succeed: (see actions I and J.)

12.3 TEN IMMEDIATE ACTION PROPOSALS

- (A) *Delivery of Serviced Housing Plots in designated Urban Growth Areas*
Project Numbers: E-1 to E-7 Phase 1
Justification: this action would (a) facilitate the movement of population from rural to urban subregions; (b) control the impact of disorderly urbanization on the environment;
- (B) *Delivery of Serviced Business Land in designated Urban Growth Area*
Project Numbers: Econ-6 Phase 1
Justification: this action would (a) facilitate the creation of enterprises and jobs by increasing the attractiveness of the region to investors; (b) control the impact of this on the environment;
- (C) *Strategic Road Projects*
Project Numbers: R-1 (Shkoder West By Pass) R-7/8/9 (Velipoje, Bushat, Vau Dejes link) R-22 (Lezhe South By Pass)

- Justification: this action would integrate the first phase business and housing land (proposed above) into the regional economic structure, especially 'PodShkod'. The Shkoder-Hani Hotit road project is already funded and so is not included in this list. Other elements of the Strategic Roads Programme, such as the Buna Bridge and the Kosova Corridor are foreseen for Phase 2.
- (D) *Strategic Water Projects*
Project Numbers: I-1 to I-5 Phase 1
Justification: this action would integrate the first phase of business and housing land into the primary and secondary systems of regional water resource management and supply. The serviced land delivery initiatives (see above) will provide tertiary water distribution within the 'Urban Growth Areas', but these will need to be connected into the strategic systems;
- (E) *Strategic Sewerage Projects: Phase 1*
Projects I-7 to I-11 Phase 1
Justification: the land projects will generate substantial quantities of sewage requiring treatment and disposal, of course;
- (F) *Sanitary Land fill Site and Solid Waste Equipment*
Project Number: E-3 Phase 1
Justification: the failure to dispose of solid waste is a very serious obstacle to attraction of inward investment and also an environmental threat. Business housing land needs a waste disposal system as much as strategic roads and infrastructure.
- (G) *Agricultural Land Consolidation Programme*
Project Number: Econ-1 Phase 1
Justification: this would assemble land into economically viable farms. This is a precondition for a revival of agriculture and agribusiness, which we see as the main foundation for the revival of the economy generally;
- (H) *Remote Areas Development Project*
Project Number: RD-1 to RD-6 Phase 1
Justification: the plan envisages the transfer of some population from the remote areas into 'PodShkod'. But this risks a deepening spiral of decline in remote areas and a loss of any coherent urban-rural balance. It is necessary to strengthen the social -
- economic quality of life in remote areas with respect to rural roads, economic nodes and community social infrastructure;
- (I) *Strengthening of Institutions for Economic Development*
Project Number: Econ-2 and 3
Justification: the organization and capacity of the private sector needs to be developed much further if it is to play a useful role through developed entrepreneurial energy and skill. This entails business training and the focusing of risk or venture capital.
- (J) *Creating Development Institutions for Urban Growth Areas and Preparing Local Plans*
Process Number: H-9 and E-2
Justification: this project will establish the effectiveness of certain public sector or 'public interest' institutions and processes, such as land ownership consortia and development trusts. It will ensure the preparation of the 'Local Plans' and related construction contract documentation.

12.4 CONCLUSION

12.4.1 Budget Total

The budget estimates for these ten projects, as presented above, amount to a total of approximately Euro 60 million (or an average of Euro 12 million per year.)

12.4.2 A GoA-Donor Conference

The first task is to set up a conference to confirm the choice of projects for phase one action and then prepare an agreement as to who the funders will be.

This should not be a single event, but rather a standing or recurrent event, which would allow the team of funders and promoters to integrate their efforts year by year. As a basis for this conference, the consultants have prepared a descriptive catalogue of the ten projects mentioned here, as well as an exhibition and a pamphlet for public information.

12.4.3 Commitment and Enthusiasm

None of these proposals will work without a strong commitment from political leadership and the voluntary professional movement. There is very little interest in planning and

managing the spatial aspects of the development process, (although the land economy or the 'space-economy' is as important as capital and labour in facilitating the development process.) This personal and political disengagement is the real risk, compared to which lack of 'expertise' is a small and soluble difficulty.