Explanatory document for the branding criteria of Developing Regions

MINISTRY OF REGIONAL DEVELOPMENT

This document presents and describes the purpose, the process, the analysis for the preparation of the criteria for the branding of the developing regions as well as the framework of the proposed criteria for the branding of the development regions.

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Content

Concept for branding criteria of developing regions

The explanatory document for the drafting of criteria for the branding of developing regions is in three sections:

(1) Project tasks for concept development,

(2) Branding of developing regions - criteria on constituent elements and

(3) Branding and its function – Reflection from marketing.

In the first part, are described the task of the project is described into specific objectives and activities, as well as the consultative process, the identification and collection of information - the analytical process and the development of the reflection on the studied concept (criteria for the branding of developing regions).

In the second part, are described the purpose of the development of regional brands, the criteria for their development, the development process and proposals for conditions for use.

In the third part, which is supplementary data, is described the concept of branding in a generalized form, more precisely branding is described as a notion closely related to marketing practices as part of the field of economics. Elaboration in a very concise form on branding is provided with the aim of informing parties less informed or with less knowledge of the notion of branding and how it is applied in the field of marketing. The elaboration in this part informs the readers and gives the definition of the framework on which the proposal is built and the criteria for the development of the elements for branding the developing regions are defined.

I. Project tasks for concept development

The purpose of the project has been interpreted in cooperation with the Ministry of Regional Development, in order to reach the identification of specific requirements, as well as the definition of activities and the work plan. During the initial discussions, the general agreement was reached that the goal of the project for defining the criteria for the branding of development regions should be achieved through the following objectives: the review of the legal and institutional framework at the national level together with the review of initiatives in this field, examination of the legal and institutional framework as well as practices in the European - EU context, including also consultations with the relevant institutional actors in Kosovo.

From the activities and analysis of data collected from the review of secondary and primary sources (including consultations with institutions as stakeholders), results and reflection on issues related to the definition of criteria for branding developing regions are expected.

More precisely, the expected results are familiarity with the matter related to the definitions, role and function in relation to the applicable criteria (for the internalization of the developing regions). Further familiarization with sources of information in terms of institutions and policies aiming to develop an adequate framework in terms of thematic and relevant treatment as well as in achieving the goal of the branding process itself.

Also in terms of reflecting on the issues of branding of developing regions or on the development of understanding, it is expected to develop knowledge on the potential legal and institutional framework, which means: if the field of branding of regions is a regulated issue as well as the identification of good practices from such activities developed in the EU.

Description of the development process concept

The process for identifying the criteria for branding developing regions in the context of the mandate of the Ministry of Regional Development is based on the preparation of the methodology and work plan and its implementation..

The process is basically based on the identification of the thematic requirements related to the branding process and implementation in the context of the branding of the developing regions, also referring to the issues related to the legal and institutional framework both at the national level and in the EU context..

The purpose of the activity and the organization of the process

As part of the development of the concept for the branding criteria, four (4) working meetings were organized, starting with the Ministry of Regional Development, where the principles and expected results were discussed and agreed upon, as well as meetings with other stakeholders (MIET and MYCS).

> ➢ The first meeting with MRD was held on February 1, 2022.
> ➢ The meeting with MIET and MRD officials was held on February 11, 2022.
> ➢ The meeting with MYCS and MRD officials was held on February 21, 2022.
> ➢ The meeting with MRD officials was held on March 29, 2022.
> ➢ The meeting with MRD officials was held on March 31, 2022.

Consultations

By examining the exploratory nature of legislation and policy documents as well as institutional mandates at the local and EU level, as well as by examining the objectives of the results required by the process of preparing the explanatory document for the branding criteria of the developing regions, are identified the questions and points necessary for discussion with the stakeholders, respectively the questions for MRD, MIET and MYCS. Discussions were held on these questions and the information and documentation available from these institutions were collected.

The documents obtained from the consultative process with the parties are:

- MTI decision – about the criteria
- Concept for Regional Brands – MTI December 2021
- Sector C – Manufacturing industry [1]
- Study on the prospects for the improvement of Kosovo's industry through the MIET group initiative
- Constitution of the Republic of Kosovo
- Law on tourism - No. 04/L-176 of 2013
- Tourism strategy DKRS Prishtina 2018 – 2022 KK Prishtina
- National strategy for cultural heritage 2017 - 2027 – MYCS
- List of cultural heritage assets under permanent protection - MYCS [2]

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[1] https://mint.rks-gov.net/desk/inc/media/E32FFB54-40EA-415F-8577-98E0711C4980.pdf
[2] https://www.mkrs-ks.org/repository/docs/Mbrojtja_e_perhershme.pdf

- List of cultural heritage assets under temporary protection 2021 – MYCS [3]
- Support for the Promotion of Cultural Diversity in Kosovo (PDKK) 2011 - Council of Europe
- Regional heritage plan - South 2015 - 2018 Council of Europe
- Copyright Law No. 04/L-065-Ligji për markat tregtare Nr. 04/L-026
- The Law on Geographical Indications and Appellations of Origin No. 05/L-051
- UA MTI 09/2018 For the determination of symbols for geographical indications, designation of origin and guaranteed traditional specialty [4]
- UA MTI 11/2016 for geographical indications and appellations of origin

The consultative process has been developed through the notification of the parties on the purpose of the project (the development of criteria for the branding of developing regions), asking them to contribute by disclosing information on the institutional and legal aspects of involvement in this field. It is also requested to refer to the mandates according to the relevant institutions to identify the common points regarding the development of brands, as well as the use of branding elements. Further, it proceeded with the aspects related to the brand development process for developing regions (or regions in the EU in the geographical sense - EU Reg) to develop knowledge in relation to the Acquis Communitaire of the EU, to be informed if the issues of the field are regulated at the EU level regarding the criteria for branding elements. It was also discussed in the consultative process in the context of existing knowledge, what are the options of the procedure for the selection of criteria, respectively of elements for internalization in the case of the implementation of policies by the members of a development region (procedures and process of selection of elements of brand, according to fields/domains), as well as a time frame for the preparation of the brands as well as a time frame for the review of the brands.

The study of secondary sources has provided these documents as studied examples of territory branding, in this case of specific regions (also economic regions or development regions in the case of Kosovo). Also, the secondary sources also reflect the applied aspects of the branding of regions in the EU. Below are listed the sources consulted at the EU level accompanied by the relevant referencing:

> *-Place marketing in Europe. The Branding of Oresund Region[5]*
> *-Marketing strategies in the EU macro-regions: Cultural Routes and marketing of the macro-regional strategies[6]*
> *-Place branding for local government – the basics[7]*
> *-A leaflet on the principles of regional branding – EU[8]*
> *-Interreg Harmonized Brand[9]*
> *-Download centre for visual elements – EU[10]*

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[3] https://www.mkrs-ks.org/repository/docs/Vendimi_me_regjister_2021-2022.pdf
[4] https://gzk.rks-gov.net/ActDetail.aspx?ActID=11348
[5] https://www.intereconomics.eu/pdf-doënload/year/2004/number/5/article/place-marketing-in-europe-the-branding-of-the-oresund-region.html
[6] https://rm.coe.int/routes4u-elearning-manual-5/16809efa57%0A%0A
[7] https://www.local.gov.uk/our-support/leadership-workforce-and-communications/comms-hub-communications-support/place-0
[8] http://www.regional-products.eu/en/about-project/default/2/aktivity-projektu?file=arz-leaflet-2011.pdf&do=download2
[9] https://www.interact-eu.net/#o=visible/interreg-harmonised-branding
[10] https://ec.europa.eu/regional_policy/en/information/logos_downloadcenter/

Summary, reflection and other steps

The project in a simplified form sets out the task of determining the criteria for the selection of elements that will be used for the construction of the Interiors for the 5 - 7 Developing Regions of Kosovo.

The legal framework in Kosovo regarding branding and symbols for marking is entirely in the field of copyright, trademarks and symbols for marking products according to protected geographical origin..

Taking as a basis that the issue of the branding of developing regions is not regulated by local legislation, in the absence of a specific local or EU level legal framework, an option for determining the criteria is presented through analogy by examining the models (comparative studies) implemented for EU regions. While as a theoretical framework on branding as an option, access to the theoretical and practical concepts of branding originating from the field of economics, more precisely from the marketing branch, is offered.

The regulation in the field of branding at the EU level is completely related to the laws on the right of industrial design and copyright (as regards design protection issues - in the field of trademarks), as well as the marking of products within the framework of schemes for the quality of products according to protected geographical origin. In the context of the branding of regions as implementation practices as well as ways of use, one encounters (setting) logos and narratives which are presented as a matter of individual regulations of organizations (regulations of organizations/entities related to the use of brands).

The practice in the EU reflects two directions related to the purpose or function of the brand of a specific region as a territorial unit, namely the brand or brand symbols are used for marking (identification) of the European region for administrative purposes or territorial marking, as well as for marking (identification) of products or services for commercial purposes.

In terms of territorial marking (identification), marking is presented as signs or flags within the territory of the region, in public spaces such as public or administrative buildings, parks, regional organizations (regional public enterprises, etc.), organizations of a regional or multi-regional. In this format, the use of symbols is mainly limited within the territory of the region.

In terms of marking (identification) for commercial needs, the marking appears on products originating from the relevant region, tourist units such as hotels and restaurants, signs and flags at the points of sale of products originating from the relevant region. In the use of region-specific symbol marking, products move to markets beyond the region of origin, and thus the symbols extend beyond the territory of origin. The application of marking with a territorial character for products is fully regulated by the Law on Geographical Indications and Appellations of Origin No. 05/L-051, the right of use in Article 14. There are also by-laws which regulate the implementation. This explanatory document is not intended to intervene in the field regulated by this law, but that the branding of development regions is largely related to this law in terms of the use of symbols, as well as the scope of articles 13 and 25.

Article 13. Relations between trademarks, designations of origin and geographical indications

Article 25. Determination of the geographical area

From the consultative process, it has been established that MRD has no policy documents or strategies for the brand issue. The political position is that the definition of the criteria does not present an obstacle for any developing region in the sense of creating a disadvantage or hindering free competition between developing regions. It is also the position of the MRD that in the process of examining the context for the preparation of criteria for the internalization of development regions, relevant sources such as local and EU legislation, as well as policies or materials from regional and EU secondary sources should be consulted. In the field of legislation, examine the eventual existence of acts that regulate branding, through laws that are similar in terms of scope, such as the Law on Tourism. The request of the MRD is also the consultation with practices in the EU regarding the internalization of regions as development units in the context of the EU (EU reg).

From the consultative process, it has been established that MIET does not have a clear political position on the issue of branding of development regions or branding of geographic units in general. According to MIET, this issue is outside the scope of MIET and therefore has not been considered at all. However, the ministry (MIET) within the scope is related to the protection of industrial design - protected brands, as well as promotion issues in the field of tourism. As a conclusion from the consultations with MIET, it has been established that there are no documents in the national legislation that regulate this issue. 05/L-051 creates a set of issues that require cooperation between the Ministry of Regional Development in the context of the drafting of policies for the use of symbols for branding development regions rather than in the part of the development of these symbols and relevant criteria. In the end, MIET is in agreement that for the branding of the development regions the elements that originate from or belong to the economy or the field of the economy should be used. Furthermore, the Strategy for Tourism should also be considered, which will be forwarded at the moment when it is ready to be shared with other actors..

II. Branding of developing regions - criteria on constituent elements

The branding of the developing regions in Kosovo is aimed at determining the criteria for the development of resources (materials for branding) which will be used for their branding.

In the context of the primary purpose of this concept, the three main pillars related to the branding process of the developing regions are further elaborated:

> ➢ Defining the goal
> ➢ Determination of branding criteria
> ➢ Implementation of branding of developing regions

The process of determining the criteria for branding developing regions aims to develop a uniform framework for the development of brands for each developing region, referring to the need to create promotional identification materials based on the identity aspects of each region. The purpose of branding, namely the definition of criteria for branding, is to ensure the development of materials for the promotion of developing regions based on marketing practices, the creation of two elements - visual (logo) and narrative (text)..

The branding of developing regions aims to create identity by implementing marketing practices, ensuring that the process does not create competition between regions in the sense of preventing or creating obstacles between developing regions.

Requirements for branding criteria of developing regions

1. The constituent units of the developing region, will be given by the MRD, their number, name, description, and geographic definition..

2. Branding material for developing regions should contain two elements through which the identity values and vision of the developing region are communicated, (1) visual aspect - logo, (2) substantive aspect – narrative.

3. Each developing region develops branding materials in accordance with its unique natural, cultural, social, economic, political, and historical context.

4. Branding materials must be unique for each developing region and this is implied in the totality of two elements (visual and narrative).

5. The construction of the visual content, the logos, can be done by referring to sources or symbols with relevance in the territory of the development region, but symbols that have exclusive relevance in the territories of other developing regions cannot be taken. Visual content can contain more than one symbol.

6. Symbols for building visual content – logos can be obtained from fields such as::

   a. Nature (environment, geography, hydrography, natural resources, etc.)
   b. Culture (tradition, works of art, architecture, clothing, archaeology, cultural monuments, etc.)
   c. Society (population – characteristics, values, sports, public institutions, distinguished persons, philosophy, etc.)
   d. Economy (characteristics of the economy, resources, industry, infrastructure, trade, tourism, agriculture, etc.)
   e. Politics (State regulation - institutional, constituent municipalities of the developing region, European context and integration aspirations, connection with cross-border regions - cooperation, etc.)
   f. History (folk traditions, national aspirations and values, ancient, medieval, and recent history, freedom wars, freedom monuments, etc.)

7. The design of the logo or related visual elements together with the narrative prepared for the purpose of use in the branding process of the developing region must contain accepted values from the aesthetic and content aspect. Also, they must be in harmony with each other.

8. The developing region is responsible for the preparation of branding materials, respectively the component municipalities of the developing region are responsible for organizing the process and developing branding materials of the developing region in accordance with the features and interests.

9. The materials prepared by the developing regions, visual and narrative materials, are subject to approval by the Ministry of Regional Development for two reasons: ensuring a unique identity in relation to those of other regions and applying the criteria.

The selection of elements from the domain of culture is also subject to communication with the Ministry of Culture, the Department of Culture since the cultural heritage is inventoried. MCYS requests that in case of use of symbols from the list-inventory of cultural heritage, the ministry is notified via email.

The technical standards for the branding materials of the developing regions are defined by the MRD, more precisely: the format - dimensions for the logo and the color palette, the length of the text for the narrative and the typography.

The selection of elements will be subject to the scientific process preceded by research in the areas of interest, as well as the consultative-democratic process with stakeholders at the level of the developing region, referring to the regulation for public consultations, as well as not prejudging the process if the design and narrative are subject to public competition.

Respecting the constitutional provisions of the Republic of Kosovo, it should be emphasized that the development of branding, namely the determination of elements for branding in accordance with the specified criteria, should be developed in the spirit of constitutional and comprehensive pluralism, and in accordance with the multi-ethnic character of the Republic of Kosovo. More precisely, the building elements for the development of the identity - within the developing regions must not contain or communicate negative messages or such that may constitute or be interpreted as infringing the rights and freedoms of communities on ethnic, religious, gender, geographical bases , economic and other bases as provided by the constitution. The formulation of the whole identity according to the listed criteria must be in accordance with the constitutional order of the Republic of Kosovo, and in particular in harmony with chapters II (Fundamental Rights and Freedoms) and III (Rights of Communities and their Members), as well as Article 123, paragraph 4 of Chapter X. (Local self-government is based on the principles of good governance, transparency, efficiency and effectiveness in providing public services, paying special attention to the specific needs and concerns of non-majority communities and their members).

Administration of the branding process of developing regions

The implementation of branding at the level of the developing regions is subject to branding policies, reached through the consultative process between the MRD and the developing regions. The implementation of branding policies means in the simplest form the placement of signs - logos and text - narrative in relevant materials, such as web pages of developing regions, activities and organizations with a character of the developing region as well as similar activities organized by the MRD.

MRD implements the policy of using symbols by setting the signs of all developing regions, while the developing regions only set the signs of their own region..

The use of marking is mandatory in documents originating from MRD programs with a character of balanced regional development, in electronic and printed materials, as well as in objects or spaces where activities with character or involvement of the developing region are organized. The use in the context of tourism is subject to dualism and this should be discussed between MIET and MRD because at the level of tourism promotion the use of symbols has an administrative character but the use in tourism facilities has a commercial character as well.

MRD will further develop the policy and instruments regarding the forms and use (placement) of symbols - logos and text - narrative for the branding of developing regions.

The use of symbols - logos as well as text - narrative in the context of product promotion, or the use of symbols - the brand of the developing region for commercial purposes is subject to regulation by the Law on Trademarks as well as by the Law on Geographical Indications and Appellations of Origin. This part belongs entirely to MIET.

Organization and administration of the process for selecting the criteria

Consultation and information of the parties

MRD is responsible for the development of the consultative process by preceding it with information processes regarding the interest in initiating activities for the development of materials for the branding of developing regions.

In agreement with the relevant actors, the Ministry of Regional Development will draw up the procedures and criteria for the process of developing materials for the branding of developing regions, referring here to the municipal authorities as founders of developing regions and bearers of processes in relation to the advancement of developing regions..

Accordingly, MRD will prepare the procedures and provide support for the developing regions during the process of preparing the materials for the branding of the developing regions. At the end of the process, with the development and approval of the materials, namely in the case of the provision of materials for branding logos and narratives, it is thought that the ownership of these materials belongs to the Ministry of Regional Development for the purpose of developing procedures with MIET in terms of registration and protection within the framework of The Law on Trademarks, as well as on the possible related activities between MRD and MIET in the context of use for marketing for commercial reasons.

Defining the elements and concluding the process.

III. Branding and its function – Reflection from marketing

In order to inform the context, and the process of determining the criteria for the branding of developing regions, the concept of branding is presented below in a very condensed and largely simplified form! The term "Brand" or "Branding" differs in that the first is a noun and the second is a verb, even though in In Albanian, neither the name nor the verb "Brend/Brendim" exists. For the needs of this project, interpretation will be taken from the English language, as it is widely used in the professional and academic levels of economics

and marketing. The English dictionary, Oxford, defines the name "Brand" as "a type of product, service, etc. produced by a specific company with a specific name". And the word "Branding" according to the English dictionary, Merriam-Webster, in the simplest version, describes "Branding" as "marking a product/service with a brand".

Branding as a process comes from the field of marketing and has wide application in fields outside the economy (beyond the branding of products and services), where as such it is also applied for the promotion of countries, states, and regions. Branding in this context is developed with the aim of informing citizens and positioning identity as a notion in the consciousness of citizens (as a consumer category of information and then also of products and services related to the branded notion).

In the context of strategic marketing, branding is based on four basic functions:

> Market research
> Differentiation
> Positioning
> Strategic communication

The branding itself is structured in four pillars:

> Naming (giving the name of the product/service and creating the identity)
> Meaning (what is the meaning, informative – descriptive aspects of the product/service)
> Difference (how the brand in question differs, what makes it unique or distinctive)
> Recognition (creating presence or knowledge about the product/service, identity)

For the needs of this concept, the branding document will be limited to the aspects of the criteria for building the basic notion, namely it does not extend to the aspects of the branding strategy. In the concept for the needs of elaboration on the notion, the basic elements are presented.

Definition of branding in the context of marketing – identity

Although there is no definitive definition of branding, there is a consensus in the field of marketing that branding is an organized and defined process to a large extent and as such the definitions are defined as a whole in relation to its purpose or function.

For the needs of this project, the definition of branding given below is useful for the purpose of defining the framework, as well as for further consideration in terms of the adaptation and implementation of branding for the developing regions in Kosovo, respectively the definition of branding criteria.

Branding represents the process through which knowledge and understanding of organizations, businesses, products and services is formed by creating and shaping the brand in the minds of consumers. Accordingly, branding in the context of the formation of knowledge and understanding develops the visual identity (design - logo) which is also conveyed with the cognitive aspect (understanding of the content).

Purpose and goals, visual and content identity

With the purpose of branding is meant the formation of the notion or identity of the object in the minds of the target group, namely the familiarity of the target group with the proposed concept, achieved through the systematic process of branding. The systematic process of branding means a planned and implemented process for placing the concept on an object to the target group of citizens, and this starts from the planning and process of definition or construction of the object and the defining elements of the object of branding.

In this journey (process), the planned activities are developed, which begin with the identification and purpose of the branding process, the identification of the content (the formulation of the content on the brand), the identification and definition of the audience, communication - channels - tools and strategy, resources, deadlines time, implementation structure and action plan.

Consequently, in the context of this concept from marketing practices on branding, relevant notions are presented to the purpose of branding and the formulation of content (criteria on branding elements).

Constituent elements and development

Also from marketing practices, the content of the concept on the brand is elaborated into two categories of communicated content: visual aspect (visual identity - artistic) and narrative (descriptive - substantive).

Branding in the visual aspect (visual identity) means the whole developed which is based on design elements such as colors, materials, shapes, fonts (typography) and functional aspects (the nature of usability, such as tables - signs, cups, calendars, posters , etc., this also includes placing the content of the brand on the Internet - digital marketing). The visual part also includes video materials that are communicated through the Internet as well as from the mass media (TV, public video billboards).

In a summarized interpretation, it can be said that the narrative of a brand represents a clearly defined story which, through narration, serves as a central idea for marketing and a platform on which the organization's communication is organized. The brand narrative should not be envisioned as a piece of abstract text (detached or super idealized) for the exercise of rhetoric (dry repetition), but rather should be seen as a framework for the formulation and communication of content. Also, the narrative should be seen as a platform to interpret and communicate the vision, in the unique form as seen by the organization itself, as well as to communicate the vision according to the relevant needs. If it can be simplified even further, the narrative presents the story about the branded concept in such a way as to communicate the desired content about the concept, to transmit information and provoke a target emotion in the parties (target group).

This knowledge base on branding, originating from marketing, is guided by the intended goal, the creation of identity through the formation (creative process) of brand content (visual-narrative) and transmission through channels/medium. Through this process, the aim is to reach the audience intended and also to communicate the content or message which shapes the visual identity and as a result has the formation of recognition by the audience of the branded product/service.

In essence, branding starts from the creative process which, starting from the analytical data on what it is about (product and service), the parameters for the creative process are formulated by asking the artistic part to review resources and develop knowledge about the product/service in words, as well as taking into account the requirements and needs of the target group of citizens (what is important to them and why the knowledge about the product or services should reach them), the latter is also known as the psychographics and demographics of the target group. Psychographics in the context of marketing focuses on the study with the aim of getting to know the emotions and values of the target group (consumers), so that marketing activities (including branding) are articulated in accordance with the psychographic factors of the target group. A frequent contemporary practice for the development of the narrative is the "Storyboarding" method, which as a methodology uses the framework with questions to develop a story which is further analyzed, processed until perfection to serve as a narrative for the branding process..

Consequently, after the analysis of the branding task, the creative process gives variants of the branding concept as a synthesis of the parameters, elements and purpose defined in the task. Accordingly, it shapes the narrative and visual content options (logo, drawing-design, etc.). On the options given by the creative process, aspects of likability or acceptability by the target group are examined as well as logical aspects such as the articulation between the marketing goal on products and services with the narrative and the proposed visual content.

In the formation of the visual identity, the most frequent and simplest practice is **the creation of the logo as a visual identity element.** More advanced branding practices go further in the direction of creating cartoon characters (mascots) as well as creating more complex series of logos and characters..

Consequently, it is determined on the purpose, the achievement of ensuring the conveyance of the message to the target group and the creation of the identity on the product/services and the organization.

At the end of the creative process, the branding products are reached, often as the fundamental whole of the branding process:

> ➢ Product/service brochure
> ➢ Website and other online content
> ➢ Promotional video
> ➢ Posters/plaques
> ➢ Flags (different sizes)
> ➢ Content - posters for placing on open surfaces – billboards
> ➢ Table with symbols/marking - built-in

With the development of branding materials, the process of implementation, distribution or more precisely communication of the content begins. Communication is again developed through the communication strategy and plan, which aims to distribute branding materials through mediums that enable content transmission. This means the physical placement of materials, signs, posters, placement of the image on items for general use (cups, pencils, notebooks, etc.), billboards, transmission of video material as well as distribution through online content or digital marketing..

Appendix:

IV. Consultation Plan

The Department for Regional Socio-Economic Planning and Analysis - DRSEPA has developed a process of regional consultation of the explanatory document "Drafting criteria for the internalization of developing regions" with all the municipalities of Kosovo. This consultative process was supported by five (5) Regional Development Agencies (RDA Center, RDA North, RDA South, RDA West and RDA East), where the component municipalities of each developing region were consulted, respectively the Directorates for Economic Development as well as representatives from tourism units from each Municipality.

The purpose of the consultations was to have a joint discussion with the aforementioned senior directorates to obtain opinions, attitudes and jointly share the framework of criteria elaborated in this document. The consultation of the municipalities continued according to an agenda approved by the MRD secretary and was organized in regional meetings which were supported both logistically and financially by the five (5) Regional Development Agencies.

CALENDAR OF REGIONAL MEETINGS

DEVELOPING REGIONS	DATES OF MEETINGS
Developing Region - North	October 19th 2022
Developing Region - South	October 20th 2022
Developing Region - Center	October 24th 2022
Developing Region - West	October 25th 2022
Developing Region - North	October 26th 2022

DEVELOPING REGION – NORTH

Participating municipalities: **South Mitrovica, Skenderaj, North Mitrovica and Zveçan.**

Advantage	Challenge	Opportunity
➢ Geographical/natural diversity	➢ Complex process of municipalities of the North developing region/region management	➢ Promotion of products
➢ Natural resources	➢ The agreement/concession of the municipalities to reach a representative logo of the region	➢ Tourism promotion
	➢ Diminishing the image of municipal trenches	➢ Regional logos - added value of economic development
	➢ Cost and process carriers	➢ Regional logos - added value of tourism development
	➢ Professional staff of municipalities	

	➢ Multiethnicity / cultural diversity	

DEVELOPING REGION – SOUTH

Participating municipalities: **Prizren, Suhareka, Rahovec,Mamusha, Dragash and Malisheva**.

Advantage	Challenge	Opportunity
➢ Cultural diversity	➢ Complex process of the municipalities of the South development region	➢ Promotion of products
➢ Geographical/natural diversity	➢ Professional working groups/specializations	➢ Tourism promotion
➢ Border region/connection with the Republic of Albania	➢ The agreement/concession of the municipalities to reach a representative logo of the region	➢ Regional logos - added value of economic development
	➢ Diminishing the image of municipal trenches	➢ Regional logos - added value of tourism development
	➢ Professional staff of municipalities	

DEVELOPING REGION – CENTER

Participating municipalities: **Prishtina, Podujeva, Fushe Kosova, Obiliq, Drenas, Shtime and Lipjan.**

Advantage	Challenge	Opportunity
➢ Urban region	➢ Financing/financial planning and process costing	➢ Promotion of products
➢ Cultural diversity	➢ Professional working groups/specializations including many actors (donors, civil society, professionals in the field, etc.)	➢ Tourism promotion
	➢ The agreement/concession of the municipalities to reach a representative logo of the Center region	➢ Regional logos - added value of economic development
	➢ Professional staff of municipalities	➢ Regional logos - added value of tourism development
	➢ Process bearers/regional structures	

DEVELOPING REGION – WEST

Participating municipalities: **Peja, Gjakova, Klina and Deçan.**

Advantage	Challenge	Opportunity
➢ Diversity of cultural heritage	➢ The agreement/concession of the municipalities to reach a representative logo of the region	➢ Promotion of products
➢ Geographical/natural diversity	➢ Professional working groups/specializations	➢ Tourism promotion
➢ Border region/connection with Montenegro	➢ Professional staff of municipalities	➢ Regional logos - added value of economic development
	➢ Comprehensive consultation	➢ Regional logos - added value of tourism development
	➢ Financing/financial planning and process costing	

DEVELOPING REGION – EAST

Participating municipalities: **Gjilan, Ferizaj, Vitia and Kamenica.**

Advantage	Challenge	Opportunity
➢ Cultural diversity	➢ Multiethnicity	➢ Promotion of products
➢ Geographical/natural diversity	➢ Complex process of the municipalities of the East development region	➢ Tourism promotion
	➢ Professional working groups/specializations	➢ Regional logos - added value of economic development
	➢ The agreement/concession of the municipalities to reach a representative logo of the region	
	➢ Diminishing the image of municipal trenches	
	➢ Professional staff of municipalities	